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Part V
Regional cooperation for development

Section 17
Economic and social development in Africa

(Programme 14 of the strategic framework for the period 2010-2011)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-fourth Session, Supplement No. 6* (A/64/6/Add.1).

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Section 17A
Regional commission

Overview

Table 17A.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	$129,856,800[a]
Revised appropriation for 2008-2009	$126,830,800

[a] At 2008-2009 rates.

Table 17A.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2010-2011	553	1 USG, 1 D-2, 15 D-1, 42 P-5, 71 P-4, 75 P-3, 29 P-2/1, 304 LL, 2 FS, 13 NO
Approved for the biennium 2008-2009	553	1 USG, 1 D-2, 15 D-1, 42 P-5, 71 P-4, 75 P-3, 29 P-2/1, 304 LL, 2 FS, 13 NO

Abbreviations: USG, Under-Secretary-General; LL, Local level; FS, Field Service; NO, National Officer.

17A.1 The programme of work described below is based on programme 14, Economic and social development in Africa, of the strategic framework for the period 2010-2011. The Economic Commission for Africa (ECA) is responsible for the implementation of the programme of work under this section.

17A.2 The overall objective of the programme is to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and social development, with particular emphasis on poverty reduction, as envisaged in the New Partnership for Africa's Development (NEPAD) and in the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of other major United Nations conferences and international agreements.

17A.3 The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established ECA. This mandate has been further elaborated by the General Assembly and the Economic and Social Council in a number of resolutions, as well as by the Commission in resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX) and 809 (XXXI). Further mandates have emanated from NEPAD and the outcomes and decisions of global conferences, including the 2005 World Summit Outcome.

17A.4 The maintenance of an environment of peace and security is one of Africa's foremost development imperatives. In addition, four major challenges need to be addressed, namely, accelerating the achievement of the Millennium Development Goals, speeding up the pace of regional integration, benefiting from globalization and strengthening human and institutional capacity. This process is disrupted by recurring natural disasters and the HIV/AIDS pandemic on the continent.

17A.5 Recent attempts to tackle the above-mentioned challenges at the regional level have resulted in changes in Africa's institutional landscape. For instance, in addition to leading Africa's political agenda, the African Union is involved in the socioeconomic development and integration of the

continent and in enhancing the role of Africa in the global economy. ECA, with its proven record and experience on the ground, is well placed to partner the African Union in support of Africa's development, especially in the implementation of NEPAD. ECA is therefore committed to pursuing the implementation of the joint United Nations-African Union Declaration, signed in 2006, which provides a framework for supporting a 10-year capacity-building programme for the African Union.

17A.6 Since its repositioning in 2006, ECA has strived to achieve results in two related and mutually supportive areas: (a) promoting regional integration in support of the vision and priorities of the African Union; and (b) meeting Africa's special needs and emerging global challenges. ECA will consolidate the gains resulting from its repositioning by scaling up its action towards achieving greater effectiveness and impact in programme delivery. To that end, it will continue to improve its working methods with a view to becoming more flexible and efficient and delivering better results, in line with the Secretary-General's vision for the United Nations. In doing so, the Commission will draw on and apply the appropriate lessons learned from the implementation of the programmes of work for the biennium 2006-2007 and the biennium 2008-2009, as well as from the implementation of the ECA business plan 2007-2009.

17A.7 The Commission will develop a markedly stronger subregional presence by empowering its subregional offices to play an enhanced role in the delivery of its work programme. The offices will, inter alia, take the lead in shaping the ECA agenda at the subregional level, promote and support specific subregional priorities and programmes, and operate as subregional nodes for knowledge management and networking.

17A.8 Building and strengthening partnerships is integral to the ECA strategic orientation. The Commission will therefore foster better and more focused partnerships with other organizations on the basis of its comparative advantages. In addition to the regional economic communities, other core partners will include the African Union and the African Development Bank (AfDB), and the main collaborative mechanism would be the resuscitated African Union-ECA-AfDB Joint Secretariat. Furthermore, the African Union, the NEPAD secretariat and the regional economic communities now participate fully in the United Nations regional consultation meetings convened by ECA in support of NEPAD priorities. ECA will also continue to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and programme coherence and enhanced synergies in the context of the 2005 World Summit Outcome. It will also collaborate in that regard with members of the United Nations Development Group in strengthening the links between the normative and operational activities of the United Nations system.

17A.9 On the basis of its two pillars, ECA will conduct its work through 10 subprogrammes arranged to avoid duplication of functions, promote complementarities, eliminate inconsistencies and place the required emphasis on important sectors. The subprogrammes are focused on the following themes: trade, finance and economic development; food security and sustainable development; governance and public administration; information and science and technology for development; economic cooperation and regional integration; gender and women in development; subregional activities for development; development planning and administration; statistics; and social development.

17A.10 The programme directions will continue to be underpinned by the commitment to make ECA a knowledge-based organization on the cutting edge of development thinking in the region and a motivating force behind a network of researchers, practitioners and policymakers engaged in the production, sharing and dissemination of knowledge. Through the implementation of its knowledge management initiative, ECA has prepared the ground for operating as a knowledge-based organization by acquiring the necessary information management systems and tools and building its human resources capabilities. ECA will now build on those achievements with a view to

providing knowledge services to partners and clients effectively and to fully positioning itself as a centre of excellence in respect of knowledge about African development.

17A.11 The Commission will continue to undertake research and policy analysis to support informed decision-making and policy formulation in the region and assist the process of consensus-building in regard to major international initiatives. Demand-driven advisory services will also be used to help improve regional capacity to design and implement development policies. The Commission will ensure the continued high quality of its outputs by strengthening its quality-assurance processes, thereby ensuring relevance, responsiveness to client needs and accountability for compliance with stipulated processes and standards.

17A.12 Member States are increasingly demanding that the United Nations play a key role in their economic and social development. To that end, ECA will seek to strengthen its analytical capacity with a view to deepening its normative work. One of the areas in which its member States could benefit from a stronger analytical capacity on the part of ECA is the tracking and monitoring of internationally agreed goals and outcomes. Strengthening the statistical capacity of member States will be the key to measuring the progress made towards achieving those goals and outcomes, notably the Millennium Development Goals.

17A.13 In terms of promoting human development, ECA will deepen its analytical work on strengthening human capacity for development, the use of science and technology for Africa's development, gender equality and HIV/AIDS, as well as its work on global threats and challenges such as climate change, especially with regard to their socio-economic implications. In addition, ECA will contribute to efforts aimed at addressing the fragile situation of countries in or emerging from conflict. In dealing with those issues, it will place continued emphasis on addressing the special needs of the least developed, landlocked and island developing countries of Africa.

17A.14 Throughout its work programme, ECA will maintain its support for the achievement of cross-cutting outcomes and results, especially by continuing to mainstream gender concerns across subprogrammes and supporting measures related to improved governance, appreciable post-conflict development and an approach to development that is more focused on human rights.

17A.15 Furthermore, ECA will provide stronger and more coherent support in connection with the advancement of South-South cooperation as a key instrument for enhancing capital inflows to Africa, a source for the transfer of technology and skills to the continent and a way of increasing diversity in opportunities for development cooperation. To that end, the Commission will intensify its analytical work aimed at improving the understanding of new trends in development cooperation and at strengthening programmes for the promotion of trade and investment among developing countries.

17A.16 The programme contains a number of salient new features which reflect the efforts made to intensify further the work of ECA in some priority areas in response to new or revised mandates from relevant intergovernmental bodies. Key among these are the new activities proposed in the areas of food security, agriculture and climate change, statistics and statistical capacity-building in response to the growing demands for assistance by member States. In this regard, ECA will scale up its assistance to member States in implementing the relevant mandates contained in the Decision of the Assembly of Heads of State and Government of the African Union on climate change and food security; the outcome of the High-level Conference on World Food Security held in Rome in June 2008; the African Charter on Statistics and other recent decisions and mandates by the ECA Conference of Ministers. Appropriate resource allocations are proposed to ensure that these priorities are adequately addressed in the implementation of the programme.

17A.17 Another significant feature in the budget proposal for the biennium 2010-2011 is the provision of resources under executive direction and management for the enhanced Coalition for Dialogue on

Africa, the successor arrangement to the Big Table and Global Coalition for Africa, which was established in June 2007 to continue the policy dialogue on strengthening ownership of the African development agenda in the context of mutual accountability.

17A.18 An in-depth review of publications as a part of the programme of work was undertaken in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 17A.3 and as described in the output information for each subprogramme.

Table 17A.3 **Summary of publications**

	2006-2007 actual[a]	*2008-2009 estimate*[a]	*2010-2011 estimate*[a]
Recurrent	26	29	23
Non-recurrent	80	58	70
Total	**106**	**87**	**93**

[a] Estimates include only programmed and carried-forward outputs. Actual includes only implemented and reformulated outputs.

17A.19 The overall resources under this section amount to $129,856,800 before recosting, reflecting a net growth of $3,026,000, or 2.4 per cent, compared with the revised appropriation for the biennium 2008-2009. The net increase is mainly the result of the delayed impact of the new posts approved in the 2008-2009 biennium for: (a) the Office of the Executive Secretary and subprogramme 7, Subregional activities for development, in furtherance of the ECA subregional presence; and (b) the Office of Strategic Planning and Programme Management, subprogramme 7, subprogramme 9, Statistics, and programme support under the terms of General Assembly resolution 63/260, on development-related activities. The increase in post resources is offset by net reduced requirements for non-post resources, including temporary assistance for meetings, general temporary assistance, consultants and experts, as is summarized below:

(a) An increase of $369,500 under Executive direction and management, consisting of: (i) an increase of $209,900 under post resources due to the delayed impact of one P-4 and one National Officer post established in the Office of the Executive Secretary and the Office of Strategic Planning and Programme Management in the biennium 2008-2009; and (ii) an increase of $159,600 in non-post resources for contractual services ($154,400) and supplies and materials ($5,200);

(b) An increase of $3,432,900, under programme of work, consisting of: (i) an increase of $3,420,300 under post resources due to the delayed impact of posts established in the biennium 2008-2009, relating to eight new P-4 posts for economics affairs officers, five posts at the Local level for information assistants and 11 National Officer posts distributed among the five ECA subregional offices to lead the delivery of operational activities and to support the enhanced mandate of those offices ($1,877,100), as well as six posts for subprogramme 9, Statistics ($1,543,200); and (ii) a net increase of $12,600 in non-post requirements, relating largely to increases for travel of staff and general operating expenses, offset by decreases for other staff costs, consultants and experts;

(c) A net decrease of $776,400 under programme support, consisting of: (i) an increase of $44,300 under post resources due to the delayed impact of one National Officer post approved for human resources management as of 2009; and (ii) a net decrease of $820,700 under non-post resources, consisting of decreases largely for contractual services, general

operating expenses, supplies and materials and furniture and equipment, partly offset by increases under other staff costs, and for contributions to joint activities.

17A.20 In the biennium 2010-2011, the projected extrabudgetary resources of $38,439,300, which represent 19.9 per cent of the overall requirements for section 17A and are mobilized mostly from bilateral sources under agreements between the ECA and global and regional institutions and organizations concerned with African development, will complement resources from the regular budget to finance technical cooperation activities in the broad priority areas, including building capacity to meet the Millennium Development Goals, integrated water resources management, improving good governance systems, harnessing information and communications technology for socio-economic development, strengthening capacity in relation to trade negotiations, integrating gender concerns into development policies and programmes and providing support to member States and the regional economic communities in the implementation of NEPAD. The projected increase of $1,300,800 in extrabudgetary resources compared to the current biennium is based on results expected from the ECA repositioning exercise and the institution of an appropriate strategy for the mobilization of extrabudgetary resources. The number of posts to be financed from extrabudgetary resources in the 2010-2011 biennium is estimated at 72, as reflected in table 17A.6, which is 18 fewer than the posts financed in the 2008-2009 biennium. While a decrease is projected in the post resources for the biennium 2010-2011, increases are projected under non-post resources, basically for consultants and experts and fellowships, grants and contributions, and relate largely to enhancing the capacity of member States in various areas, strengthening the position and participation of Africa in international trade negotiations, intensifying analytical work in priority areas, enhancing the development and dissemination of knowledge tools and generating common positions in order to accelerate the implementation of priority commitments identified under NEPAD and by the World Summit on Sustainable Development, among others. These outputs are described under the various subprogrammes.

17A.21 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at $1,350,600, representing 93.5 work months estimated at $1,164,900 for staff and $185,700 for non-post requirements. This amount consists of $1,205,600 from the regular budget and $145,000 financed from extrabudgetary resources.

17A.22 The percentage distribution of total resources under this section for the biennium 2010-2011 is shown in table 17A.4.

Table 17A.4 **Distribution of resources by component**
(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs	0.7	—
B. Executive direction and management	7.8	4.0
C. Programme of work		
1. Trade, finance and economic development	5.3	18.0
2. Food security and sustainable development	4.3	21.0
3. Governance and public administration	5.0	7.0
4. Information and science and technology for development	4.0	10.0
5. Economic cooperation and regional development	3.2	3.0
6. Gender and women in development	2.8	9.0
7. Subregional activities for development		
(a) Subregional activities in North Africa	4.7	1.0
(b) Subregional activities in West Africa	4.8	2.0
(c) Subregional activities in Central Africa	5.0	1.0
(d) Subregional activities in East Africa	4.8	2.0
(e) Subregional activities in Southern Africa	5.0	1.0

Component	Regular budget	Extrabudgetary
8. Development planning and administration	0.7	—
9. Statistics	4.0	1.0
10. Social development	2.9	4.0
Subtotal	**56.5**	**81.0**
D. Programme support	34.9	15.0
Total	**100.0**	**100.0**

Table 17A.5 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2006-2007 expenditure	2008-2009 appropriation	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	2010-2011 estimate
A. Policymaking organs	654.2	912.0	—	—	912.0	284.4	1 196.4
B. Executive direction and management	4 978.3	9 757.4	369.5	3.8	10 126.9	1 495.4	11 622.3
C. Programme of work	57 805.3	70 022.8	3 432.9	4.9	73 455.7	11 774.5	85 230.2
D. Programme support	35 261.3	46 138.6	(776.4)	(1.7)	45 362.2	10 889.9	56 252.1
Subtotal (1)	**98 699.2**	**126 830.8**	**3 026.0**	**2.4**	**129 856.8**	**24 444.2**	**154 301.0**

(2) *Extrabudgetary*

2006-2007 expenditure	2008-2009 estimate	Source of funds	2010-2011 (before recosting)
		(a) Services in support of:	
2 812.9	3 446.4	(i) United Nations organizations	4 439.3
2 183.0	2 852.3	(ii) Extrabudgetary activities	2 898.7
—	—	(b) Substantive activities	—
—	—	(c) Operational projects:	—
253.5	290.3	United Nations Development Programme	500.0
732.3	1 125.6	United Nations Trust Fund for African Development	500.0
0.3	—	United Nations Population Fund	—
16 732.5	29 423.9	Bilateral sources	30 101.3
Subtotal (2)	**22 714.5**	**37 138.5**	**38 439.3**
Total (1) and (2)	**121 413.7**	**163 969.3**	**192 740.3**

Table 17A.6 **Post requirements**

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Extra-budgetary		Total	
	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011	2008-2009	2010-2011
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	15	15	—	—	—	1	15	16
P-5	42	42	—	—	1	1	43	43
P-4/3	146	146	—	—	24	10	170	156
P-2/1	29	29	—	—	3	1	32	30
Subtotal	**234**	**234**	—	—	**28**	**13**	**262**	**247**
Other categories								
Local level	304	304	—	—	62	59	366	363
Field Service	2	2	—	—	—	—	2	2
National Officer	13	13	—	—	—	—	13	13
Subtotal	**319**	**319**	—	—	**62**	**59**	**381**	**378**
Total	**553**	**553**	—	—	**90**	**72**	**643**	**625**

A. Policymaking organs

Resource requirements (before recosting): $912,000

17A.23 By its resolution 826 (XXXII), the Commission established the structure and functioning of its intergovernmental machinery, comprising the Conference of African Ministers responsible for Economic and Social Development and Planning and its Technical Committee of the Whole, as well as the Conference of African Ministers of Finance, convened biennially in alternate years, and the seven functional and sectoral subsidiary organs of the Commission. At its thirty-fourth session, in 2001, the Commission decided that the Conferences should be merged and henceforth meet annually. With the repositioning exercise of ECA which began in 2006, the subsequent institutional changes involved a review of the Commission's intergovernmental machinery which resulted in the elimination of overlapping bodies, creation of new organs and greater congruence between the intergovernmental bodies of ECA and those of the African Union. Consequently, the intergovernmental machinery of ECA now consists of organs focused on overall development issues at the subregional and regional levels and several subsidiary organs composed of experts. The approved organs are enumerated in the two broad clusters below.

1. Organs dealing with overall development issues

Conference of African Ministers of Finance, Planning and Economic Development and its Committee of Experts

17A.24 The Conference of African Ministers of Finance, Planning and Economic Development provides the legislative mandate and policy guidance to the work of the Commission, considers and endorses the work programme of the ECA secretariat, serves as a forum for articulating the position of Africa on development issues on the agenda of the United Nations and decides on the recommendations of its subsidiary bodies and of the Executive Secretary.

17A.25 Since 2001, the Conference of Ministers has met on an annual basis. Its Committee of Experts meets prior to the Conference and provides it with technical support. The Bureaux of both bodies comprise a representative of each of the five subregions of the continent, namely, North Africa, East Africa, Southern Africa, West Africa and Central Africa, and consist of a chairman, three vice-chairmen and a rapporteur.

Intergovernmental Committee of Experts of the subregional offices

17A.26 The Intergovernmental Committee of Experts of each of the five ECA subregional offices meets annually prior to, and reports to, the Conference of African Ministers of Finance, Planning and Economic Development. Each Committee oversees the overall formulation and implementation of the programme of work and priorities of the respective subregional office and makes recommendations on issues concerning economic and social development in the subregion concerned and on the promotion and strengthening of subregional economic cooperation and integration. Whenever the need arises, meetings are held back-to-back with major ministerial conferences of the regional economic communities in order to provide a platform for subregional ministerial caucuses to address specific subregional development challenges. The outcomes of such meetings are brought to the attention of the Conference of African Ministers of Finance, Planning and Economic Development.

2. Functional and sectoral subsidiary organs of the Commission

Committee on Women and Development

17A.27 The role of the Committee on Women and Development as an advisory forum of experts and policymakers is to provide guidance to the Commission in its work on the importance of gender equality and the role of women in development. It also provides a platform for advocacy and for assessing follow-up and implementation by the African Governments of the global and regional platforms for action for the advancement of women. In particular, it addresses issues relating to the economic empowerment of women, protection of their legal and human rights and their increased access to education and health. It meets on a biennial basis.

Committee on Development Information, Science and Technology

17A.28 The Committee on Development Information, Science and Technology aims to strengthen the role of the Commission in assisting its member States to develop their national information and communication infrastructure and to integrate science and technology in their development programmes and strategies by bringing together experts and policymakers to provide it with advice in that regard. The Committee is composed of experts in such fields as planning, information and communications technology, geoinformation systems and science and technology. The Committee meets biennially.

Committee on Food Security and Sustainable Development

17A.29 The Committee on Food Security and Sustainable Development serves as a forum of experts that provides advice to the Commission in the interlinked areas of food security and environment. In this regard, it provides a platform for advocacy and assessment of follow-up activities by the Governments of African countries to regional and global plans of action, such as relevant decisions and outcomes of the World Summit on Sustainable Development. The Committee meets on a biennial basis.

Committee on Human and Social Development

17A.30 The mission of the Committee on Human and Social Development is to promote human and social development in African countries. The Committee conducts development and follow-up activities pertaining to global conferences and regional action programmes. It reviews major trends and issues of regional interest regarding human and social development. The Committee meets biennially.

Committee on Trade, Regional Cooperation and Integration

17A.31 The Committee on Trade, Regional Cooperation and Integration promotes the implementation of measures designed to strengthen economic cooperation and integration among African countries. It coordinates and harmonizes economic policies among African countries as a prerequisite for accelerating regional economic integration. In view of the importance of trade in regional cooperation and integration, the Committee also focuses on intra-African and international trade. It comprises experts in the field of international trade and integration drawn from Governments and the private sector. The Committee meets on a biennial basis.

Committee on Governance and Popular Participation

17A.32 The objective of the Committee on Governance and Popular Participation is to provide guidance on the establishment of an enabling environment for sound economic and corporate governance in Africa. The Committee focuses on interventions needed to enhance democratic governance practices, promote the adoption of human rights international standards, improve post-conflict management, mainstream the role of civil society and encourage the private sector development. The Committee meets on a biennial basis.

Committee on Statistics

17A.33 The Committee on Statistics, composed of experts and policymakers in the field of statistics, is responsible for providing strategic direction to the work of the Commission on statistical development in Africa. The Committee meets on a biennial basis.

17A.34 With the exception of the Commission, which meets in a seven-day annual session, all intergovernmental organs of the Commission meet for a duration of from three to six days.

Table 17A.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Non-post	912.0	912.0	—	—
Total	**912.0**	**912.0**	—	—

17A.35 The resource requirements in the amount of $912,000 provide for the temporary assistance for meetings, overtime, communications and supplies and materials required for servicing the sessions of the Commission and its subsidiary bodies.

B. Executive direction and management

Resource requirements (before recosting): $10,126,900

17A.36 Executive direction and management comprises the Office of the Executive Secretary, the Office of Strategic Planning and Programme Management and the Information and Communication Service.

17A.37 The Office of the Executive Secretary provides overall strategic direction and leadership for the efficient management and effective implementation of the ECA programme of work while ensuring the optimal use of resources. The Executive Secretary and the Deputy Executive Secretary work together to provide strategic direction, policy guidance and leadership to the formulation of regional strategies and programmes in line with the priorities of NEPAD and the Millennium Development Goals.

17A.38 The Office maintains and manages effective partnerships and collaboration with major African continental organizations, in particular the African Union and AfDB, the regional economic communities and other key stakeholders in order to promote synergies in policies and activities in respect of major regional development issues and concerns for Africa. It fosters African ownership and policy consensus-building on emerging and urgent development issues facing the continent, and promotes policy advocacy on Africa in the international community. The Office promotes the effective coordination of the role of the United Nations in Africa by holding regular consultations with organizations of the United Nations system working in Africa to promote concerted action on activities of the United Nations system in the region. It also strengthens collaboration with the other regional commissions with a view to sharing experiences and coordinating and harmonizing actions on issues of mutual and collective interest.

17A.39 The Office of the Executive Secretary also provides policy direction in regard to the organization of the annual session of the Commission and ensures effective action on the resolutions and decisions of the Commission, the Economic and Social Council and other intergovernmental organizations, with particular emphasis on the priorities set out in NEPAD and the Millennium Development Goals. It provides policy guidance to the five ECA subregional offices to ensure that they are responsive to the needs of member States and their major intergovernmental institutions, including the regional economic communities. In addition, it ensures that there are effective synergies between them and the substantive divisions at ECA headquarters. Furthermore, the Office oversees special initiatives, such as the African Development Forum, the Coalition for Dialogue on Africa, the Partners Forum, the mutual accountability process and the Africa/Organization for Economic Cooperation and Development (OECD) high-level policy forums designed to reinforce the work of the Commission and thus provide further impetus to Africa's development agenda. The Office also plays a critical leadership and oversight role in terms of ECA support to the African Peer Review Mechanism and the overall NEPAD process. It leads the resource mobilization efforts of the Commission in the context of the ECA partnership agenda and ensures that the resources mobilized are put to effective use in advancing the development of Africa.

17A.40 The Office of Strategic Planning and Programme Management provides leadership in the Commission's programme planning and implementation process and the preparation of programme budget proposals. The Office also coordinates, guides and supervises the extrabudgetary technical cooperation programme of ECA and its relevant fund-raising activities. In addition, the Office coordinates the implementation of a quality-enhancement system to ensure the delivery of high-quality outputs and activities.

17A.41 The Information and Communication Service provides drafting, editing, dissemination and communication advice and services for ECA corporate and divisional activities; facilitates

communications between ECA and its key constituents and regional and international partners as well as the media; raises awareness of ECA policy positions on Africa's core development challenges and the steps needed to address them; and disseminates information on the work of ECA to stakeholders and partners.

Table 17A.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure effective implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) (i) Timely delivery of outputs and services *Performance measures*: 2006-2007: 93 per cent of output delivery within established deadlines Estimate 2008-2009: 100 per cent of output delivery within established deadlines Target 2010-2011: 100 per cent of output delivery within established deadlines (ii) Efficient and effective use of resources *Performance measures*: 2006-2007: 98.1 per cent of budget delivery Estimate 2008-2009: 100 per cent of budget delivery Target 2010-2011: 100 per cent of budget delivery
(b) Timely recruitment and placement of staff	(b) Reduction in the average number of days a Professional post remains vacant *Performance measures*: 2006-2007: 135 days Estimate 2008-2009: 125 days Target 2010-2011: 120 days

(c) Improved geographical representation and gender balance of staff	(c) (i) Increased percentage of staff recruited from unrepresented and underrepresented member States *Performance measures*: 2006-2007: 10 per cent Estimate 2008-2009: 17 per cent Target 2010-2011: 20 per cent (ii) Increased percentage of women at the Professional level and above for appointments of one year or more *Performance measures*: 2006-2007: 28.6 per cent Estimate 2008-2009: 30 per cent Target 2010-2011: 32 per cent
(d) Identification of emerging issues that require attention by member States	(d) Increased number of recommendations made by intergovernmental bodies on emerging issues identified by ECA *Performance measures*: 2006-2007: 11 recommendations Estimate 2008-2009: 13 recommendations Target 2010-2011: 16 recommendations
(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations in Africa	(e) Increased number of joint programmes implemented by the regional consultation mechanism clusters in support of NEPAD programmes at the regional level *Performance measures*: 2006-2007: 10 joint programmes implemented Estimate 2008-2009: 12 joint programmes implemented Target 2010-2011: 14 joint programmes implemented

(f) Mobilization and promotion of public information on the role of ECA in the African region	(f) (i) Increased media coverage of ECA activities *Performance measures*: 2006-2007: 50 original media articles per major event Estimate 2008-2009: 53 original media articles per major event Target 2010-2011: 55 original media articles per major event (ii) Increased usage of ECA public information products *Performance measures*: 2006-2007: 860,000 Web downloads per biennium Estimate 2008-2009: 1,080,000 Web downloads per biennium Target 2010-2011: 1,280,000 Web downloads per biennium

External factors

17A.42 Objectives and accomplishments are expected to be achieved on the assumption that the stakeholders will fulfil their responsibilities and obligations.

Outputs

17A.43 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

ECA Conference of African Ministers of Finance, Planning and Economic Development:

(i) Substantive servicing of meetings: forty-third and forty-fourth sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts (8);

(ii) Parliamentary documentation: annual report on the Economic Commission for Africa (2); issues papers (2); ECA proposed programme budget for the 2012-2013 biennium (1); ECA programme performance report for the 2008-2009 biennium (1); ECA proposed strategic framework for the 2012-2013 biennium (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: ECA Business Plan 2013-2015 (1); ECA Technical Cooperation Report (2);

(ii) Exhibits, guided tours, lectures: briefings and presentations of ECA flagship and major publications to key stakeholders and the media (1);

(iii) Booklets, fact sheets, wallcharts, information kits: preparation and publication of speeches, commentaries, articles delivered by the Executive Secretary (1); production of regular public information materials for internal and external users (1); strategic policy paper on key emerging issues (1);

(iv) Press releases, press conferences: organization of press conference of the Executive Secretary and other senior officials of ECA (1); press release in English and French on ECA meetings and activities and on information received from the Department of Public Information, other United Nations offices and specialized agencies (1);

(v) Special events: Coalition for Dialogue on Africa (2); Partners Forum (2); United Nations Day (2);

(vi) Technical material: production of CD-ROMs of all major reports and events (1); provision of central services for the development, updating and maintenance of the ECA internal and external websites in English and French (1);

(vii) Audio-visual resources: production of recorded interviews, dispatches, documentaries and feature packages for use in radio and television programmes or for webcast in English, Arabic or French related to ECA flagship publications and major thematic outputs and conferences (1);

(viii) Contribution to joint outputs: functional support to the consultation meetings with the African Union Commission and AfDB (1);

(c) Conference services, administration and oversight (regular budget/extrabudgetary):

(i) Internal oversight services: evaluation of managerial, operational and policy issues (1);

(ii) Evaluations: organization of periodic programme management and performance reviews (1); organization of project monitoring and evaluation; preparation and implementation of self-evaluation at the subprogramme level (1); preparation of budget performance reports for internal use and for subsequent submission to Headquarters (1);

(iii) Management reviews: preparation of progress report on the implementation of programmes, including their results and impact (1).

Table 17A.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	8 812.4	9 022.3	40	40
Non-post	945.0	1 104.6	—	—
Subtotal	**9 757.4**	**10 126.9**	**40**	**40**
Extrabudgetary	3 183.3	1 603.3	9	8
Total	**12 940.7**	**11 730.2**	**49**	**48**

17A.44 The resource requirements under posts estimated at $9,022,300, reflecting an increase of $209,900, provide for 40 posts (21 Professional category and above and 19 Local level and National Officer). The increase of $209,900 is due to the delayed impact of: (a) one new P-4 post for an Economics Affairs Officer, established in the biennium 2008-2009 in the Office of the Executive Secretary to

support the coordination of ECA subregional offices ($165,600); and (b) one new National Officer post established as of 2009 in the Office of Strategic Planning and Programme Management under the terms of General Assembly resolution 63/260, on development-related activities ($44,300).

17A.45 The amount of $1,104,600 for non-post requirements, reflecting an increase of $159,600, relates to other staff costs, consultants and experts, travel of staff, contractual services and supplies and materials. The increase of $159,600 is due largely to: (a) contractual services ($154,400) for (i) the new provision for technical backstopping of the Coalition for Dialogue on Africa secretariat, (ii) the provision for monitoring and evaluation expertise and (iii) an increase in the activities of the Information and Communication Service; and (b) the purchase of supplies for upgrading the internal and external websites of ECA and of books and magazines.

17A.46 The extrabudgetary resources of $1,603,300, to be provided through the United Nations Trust Fund for African Development, bilateral agreements and programme support, will be used, inter alia, to provide support services for substantive programmes and projects in the areas of planning, monitoring and evaluation, and for initializing the operations of new policies, strategies and procedures for the effective control and utilization of programme resources from both regular budgetary and extrabudgetary sources. It will most specifically be used to implement related training on monitoring and evaluation, and to organize meetings of the Partners Forum to ensure that donors and partners, both current and potential, are able to appraise fully the efficiency and transparency of ECA in delivering agreed programmes and projects outputs.

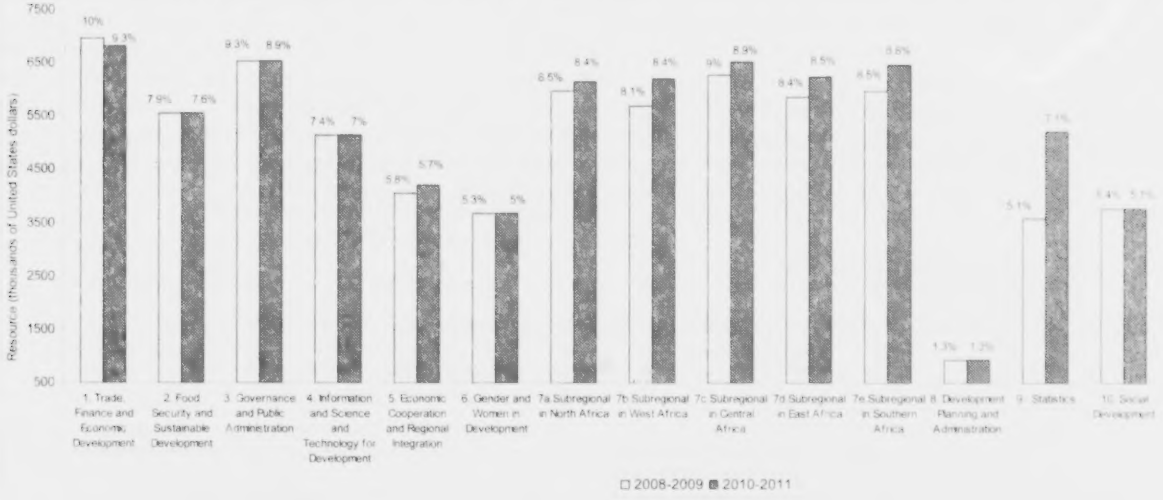
C. Programme of work

Table 17A.10 **Summary of resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
1. Trade, finance and economic development	6 973.3	6 829.0	26	26
2. Food security and sustainable development	5 565.1	5 565.1	23	23
3. Governance and public administration	6 540.7	6 540.7	27	27
4. Information and science and technology for development	5 146.9	5 146.9	26	26
5. Economic cooperation and regional integration	4 049.8	4 206.7	16	16
6. Gender and women in development	3 686.1	3 686.1	13	13
7. Subregional activities for development:				
(a) Subregional activities in North Africa	5 979.9	6 149.0	23	23
(b) Subregional activities in West Africa	5 700.5	6 201.0	22	22
(c) Subregional activities in Central Africa	6 273.0	6 512.2	22	22
(d) Subregional activities in East Africa	5 860.7	6 237.5	22	22
(e) Subregional activities in Southern Africa	5 970.7	6 461.3	25	25
8. Development planning and administration	923.7	923.7	—	—
9. Statistics	3 578.5	5 222.6	23	23

Subprogramme	Resources (thousands of United States dollars) 2008-2009	2010-2011 (before recosting)	Posts 2008-2009	2010-2011
10. Social development	3 773.9	3 773.9	12	12
Subtotal	**70 022.8**	**73 455.7**	**280**	**280**
Extrabudgetary	28 988.2	30 991.3	32	15
Total	**99 011.0**	**104 447.0**	**312**	**295**

Regular budgetary resource requirements by subprogramme



Subprogramme 1
Trade, finance and economic development

Resource requirements (before recosting): $6,829,000

17A.47 The activities under this subprogramme are under the responsibility of the Trade, Finance and Economic Development Division. The subprogramme will focus on applied research and the provision of advisory services and policy recommendations to member States with a view to addressing the challenges in achieving increased economic growth for sustainable development. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies that are supportive of higher and sustained economic growth for poverty reduction.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to mainstream and integrate macroeconomic and sectoral policies in national development strategies to achieve faster growth for poverty reduction and sustainable development, including the Millennium Development Goals	(a) (i) Increased number of African countries integrating macroeconomic and sectoral policies in national development strategies as a result of the work of ECA *Performance measures*: 2006-2007: 10 countries Estimate 2008-2009: 15 countries Target 2010-2011: 25 countries (ii) Increased number of policymakers who consider capacity-building activities of the subprogramme as "useful" or "very useful" in their work *Performance measures*: 2006-2007: 150 policymakers Estimate 2008-2009: 300 policymakers Target 2010-2011: 400 policymakers
(b) Improved capacity of member States to participate effectively in regional and multilateral trade negotiations for effective integration into the global economy	(b) Increased number of African countries participating in trade negotiations and multilateral trading system as a result of the technical support and training activities of ECA *Performance measures*: 2006-2007: 15 countries Estimate 2008-2009: 25 countries Target 2010-2011: 35 countries
(c) Enhanced capacity of member States to analyse, formulate and implement appropriate policies and strategies to address the challenges of globalization, including a better understanding of the implications of South-South cooperation for Africa's development	(c) (i) Increased number of policymakers and stakeholders who found the activities of the subprogramme "useful" or "very useful" in enhancing their knowledge of issues related to globalization

Performance measures:

2006-2007: 50 policymakers and stakeholders

Estimate 2008-2009: 100 policymakers and stakeholders

Target 2010-2011: 200 policymakers and stakeholders

(ii) Increased number of countries that mainstream South-South cooperation strategies in their national policies and programmes as a result of ECA interventions

Performance measures:

2006-2007: not available

Estimate 2008-2009: 10 countries

Target 2010-2011: 25 countries

External factors

17A.48 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers will be supportive of the Commission's efforts and extend full cooperation as regards the incorporation of growth-enhancing policies in their national policies; (b) the development partners will honour their commitments made, for example, in the Group of Eight (G-8) Plan of Action, the Monterrey Consensus and the Millennium Declaration; (c) international development partners and communities will be willing to pursue the Doha Development Agenda with pro-development actions and the complementary Aid for Trade initiative will be fully operationalized; (d) the final economic partnership agreements between African countries and the European Union will deliver on their commitment to being pro-development and will strengthen and expand regional markets; and (e) the global macroeconomic and political environment will not deteriorate.

Outputs

17A.49 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Conference of African Ministers of Finance, Planning and Economic Development: parliamentary documentation: reports to the Conference of Ministers on recent economic and social developments in Africa (1 in 2010 and 1 in 2011) (2);

(ii) Ad hoc expert groups: Africa and the establishment of a new international financial architecture: challenges and opportunities (1); Aid for Trade and Africa's trading capacity: supply, demand and performance (1); External review of the Economic Report on Africa (2); industrial policies for the structural transformation of African economies (1);

(iii) Assistance to representatives and rapporteurs: regional meeting of the African least developed countries in preparation for the Fourth United Nations Conference on the Least Developed Countries (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: Economic Report on Africa (2); report on the second Mutual Review of Development Effectiveness (1);

(ii) Non-recurrent publications: enhancing employment and growth in Africa through South-South cooperation (1); fiscal and monetary policy reforms and growth performance for poverty reduction in Africa: best practices and lessons learned (1); impact of trade facilitation mechanisms on export competitiveness in Africa (1); industrial policy for structural transformation in Africa: options and best practices (1); monitoring Aid for Trade: focus on Africa (1); position papers and policy briefs on emerging issues and challenges of relevance to Africa's development (4); selected policy issues related to financing for development, including measures to promote cooperation (1); study on the reform of the international financial architecture and the policy implications for Africa (1); unpacking the Doha Round modalities for Africa's prospects in regard to achieving internationally agreed development goals (1);

(iii) Technical material: toolkits to mainstream and integrate macroeconomic and sectoral policies in national development strategies (1);

(iv) Substantive servicing of inter-agency meetings: forecasts of major African countries for Project LINK (1 in 2010 and 1 in 2011) (2);

(v) Contribution to joint outputs: functional support to the African Union Conference of African Ministers of Trade (2); functional support to the joint African Union-ECA-United Nations Industrial Development Organization Conference of African Ministers of Industry (1); input papers to World Economic Situation and Prospects (2); contribution to African Economic Outlook (2);

(vi) Special events: regional forum on financing for development (4);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: seminar on enhancing industrial policy formulation and management (1); symposiums on joint AfDB/ECA Annual Conference of African Economists (2); workshop on achieving the Millennium Development Goals, with a focus on poverty and livelihoods, gender and environment: the implications of outcomes of the Doha Round of trade negotiations and those carried out under economic partnership agreements (1);

(ii) Field projects: building the capacity of member States and regional economic communities to increase Africa's share of international trade (through the African Trade Policy Centre) (1); application of toolkits and models for strengthening capacity for macroeconomic analysis and forecasting in Africa (1).

Table 17A.12 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	6 206.8	6 206.8	26	26
Non-post	766.5	622.2	—	—
Subtotal	**6 973.3**	**6 829.0**	**26**	**26**
Extrabudgetary	4 200.0	6 822.4	5	4
Total	**11 173.3**	**13 651.4**	**31**	**30**

17A.50 The resource requirements of $6,206,800 for posts will provide for the continuation of 26 posts (18 Professional category and above and 8 Local level). The amount of $622,200 for non-post requirements, which reflects a net decrease of $144,300, will provide for other staff costs, consultants and experts, travel of staff and contractual services. The net decrease of $144,300 is due to a decrease of $156,900 under consultants and experts, resulting from the redeployment to subprogramme 5, Economic cooperation and regional integration, of resources for ad hoc expert groups convened under the subprogramme, offset by additional requirements of $12,600 for contractual services related to printing and other services for the regional preparatory meeting of the African least developed countries, to be held in Cotonou in 2010.

17A.51 The extrabudgetary resources of $6,822,400, which are to be funded from bilateral sources and include provision for four posts, are for operational activities designed to: (a) enhance the capacity of member States in the design and implementation of sound macroeconomic policies; and (b) strengthen Africa's position and participation in international trade negotiations. These resources will finance the production of key outputs, such as the Economic Report on Africa (one in 2010, one in 2011), the enhancement of Africa's participation in the World Trade Organization negotiations and the achievement of macroeconomic convergence of member States, which are important elements that will undoubtedly strengthen Africa's position and increase its leverage during trade negotiations and talks. The estimated extrabudgetary resources will ensure the provision by ECA of advisory services to member States, the utilization of expertise and consultancy services to ensure maximum efficiency in reaching and addressing the concerns expressed by African countries in such areas as industrial policy and capacity for macroeconomic analysis and forecasting in Africa, the holding of ad hoc expert group meetings, the undertaking of country assessment studies, the production of several publications, the substantive servicing of inter-agency meetings, and the organization of the annual conferences of African economists and of training workshops. In accordance with the provisions of General Assembly resolution 35/217, the proposed establishment of an extrabudgetary post at the D-1 level under this subprogramme will be submitted separately to the Advisory Committee on Administrative and Budgetary Questions for its concurrence.

Subprogramme 2
Food security and sustainable development

Resource requirements (before recosting): $5,565,100

17A.52 The activities under this subprogramme are under the responsibility of the Food Security and Sustainable Development Division. In response to the sustainable development challenges in Africa identified in the 2005 World Summit Outcome, the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation") and the NEPAD framework, the strategy of the subprogramme will continue to emphasize policies and strategies for structural agricultural transformation and rural development, taking into account the integrated approach to the economic, social and environmental dimensions of sustainable development, with a particular focus on land, water, forests and bioenergy resources, urban-rural linkages and human settlements. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of member States to formulate and implement policies, strategies and programmes for achieving food security and sustainable development in Africa in accordance with the NEPAD priorities and the Johannesburg Plan of Implementation.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity at the national, subregional and regional levels for designing and implementing effective policies, strategies and programmes for achieving food security and sustainable development in line with the NEPAD priorities and the Johannesburg Plan of Implementation	(a) (i) Increased number of member States designing and implementing policies and programmes for food security and sustainable development in line with the NEPAD priorities and the Johannesburg Plan of Implementation *Performance measures*: 2006-2007: 20 countries Estimate 2008-2009: 30 countries Target 2010-2011: 35 countries (ii) Increased number of policymakers and stakeholders with knowledge and better understanding of the impact of climate change on food security and sustainable development gained through relevant capacity-building activities *Performance measures*: 2006-2007: 80 policymakers and stakeholders Estimate 2008-2009: 120 policymakers and stakeholders Target 2010-2011: 160 policymakers and stakeholders

(iii) Increased number of subregional and regional partnership agreements and technical cooperation programmes with the regional economic communities and other partners on enhancing the capacity of member States to monitor and assess progress towards food security and sustainable development in support of the Johannesburg Plan of Implementation.

Performance measures:

2006-2007: 4 partnership agreements

Estimate 2008-2009: 6 partnership agreements

Target 2010-2011: 8 partnership agreements

External factors

17A.53 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and other key partners will remain committed to the successful implementation of NEPAD and the Johannesburg Plan of Implementation; and (b) member States and regional communities will effectively partner the Commission in its efforts to enhance institutional and human capacity to design and implement policies, strategies and programmes to achieve food security and sustainable development.

Outputs

17A.54 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: seventh session of the Committee on Food Security and Sustainable Development and Africa Regional Implementation Meeting (4);

(ii) Parliamentary documentation: report to the Committee on Food Security and Sustainable Development on the development of strategic agricultural commodity value chains for food security and sustainable development in Africa: an overview (1); report to the Committee on Food Security and Sustainable Development on the follow-up to the World Summit on Sustainable Development outcomes (1); report to the Committee on Food Security and Sustainable Development on the status of food security in Africa (1);

(iii) Ad hoc expert groups: developing strategic agricultural commodity value chains for food security and sustainable development in Africa within the context of NEPAD/Comprehensive Africa Agriculture Development Programme (2); food security in Africa: challenges, opportunities and policy options (1); monitoring and assessing progress made in regard to sustainable development in Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: report on sustainable development in Africa (1);

(ii) Non-recurrent publications: climate change and development in Africa: priorities and policy options (1); developing strategic agricultural commodity value chains for food security and sustainable development in Africa (1); food security in Africa: challenges, opportunities and policy options (1); tracking progress in land policy formulation and implementation in Africa (1);

(iii) Special events: seventh African Development Forum, on climate change and sustainable development in Africa (1);

(iv) Technical material: maintaining and managing the databases on African agricultural markets (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: regional seminar to validate the regional-level indicator framework and indices on sustainable development for Africa (1); subregional seminars on the sustainable development indicator frameworks and indices for Africa (3); symposium on the development of strategic agricultural commodity value chains for food security and sustainable development in Africa (1); workshop on trade and environment linkages for policymakers from member States and the regional economic communities (1);

(ii) Field projects: climate and development programmes in Africa (1); developing regional value chains of strategic agricultural commodities for food security and sustainable development in Africa (1); supporting land policy formulation and implementation in Africa (1); capacity-building in disaster risk assessment and management in Africa (1).

Table 17A.14 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	5 241.6	5 241.6	23	23
Non-post	323.5	323.5	—	—
Subtotal	**5 565.1**	**5 565.1**	**23**	**23**
Extrabudgetary	3 900.0	8 069.0	3	5
Total	**9 465.1**	**13 634.1**	**26**	**28**

17A.55 The resource requirements of $5,241,600 for posts will provide for the continuation of 23 posts (14 Professional category and above and 9 Local level). Non-post requirements estimated at $323,500 will provide for other staff costs, consultants and experts, travel of staff and contractual services.

17A.56 The extrabudgetary resources of $8,069,000, to be provided through bilateral agreements, include provision for 1 P-5, 1 P-4, 1 P-3 and 2 Local level posts. These resources are essential for intensifying deepening analytical work in priority areas, enhancing the development and dissemination of knowledge tools, and generating consensus and policy commitment for implementation of priority policy options for achieving food security and sustainable development in Africa. They will be used for the implementation of the field projects described in paragraph 17A.54 (c) (ii) above during the 2010-2011 biennium. They will also be utilized to: (a) organize

the seventh African Development Forum, on climate change and sustainable development in Africa; (b) prepare, produce and disseminate the report on sustainable development in Africa; (c) prepare, produce and disseminate four non-recurrent publications on: (i) developing strategic agricultural commodity value chains for food security and sustainable development in Africa, (ii) tracking progress in land policy formulation and implementation in Africa, (iii) challenges, opportunities and policy options in relation to food security in Africa and (iv) priorities and policy options in respect of climate change and development in Africa; (d) finance subregional studies and capacity-building workshops for regional economic communities and member States on trade and environment linkages; (e) organize two regional expert workshops on the development and validation of the sustainable development indicator frameworks and indices for Africa; and (f) maintain and manage the database on African agriculture markets.

Subprogramme 3
Governance and public administration

Resource requirements (before recosting): $6,540,700

17A.57 The activities under this subprogramme are under the responsibility of the Governance and Public Administration Division. The Division will focus on enhancing effective public sector management, developing the private sector and promoting civil society participation. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of member States to build a capable State and establish an environment that will enable all sectors of society to participate effectively in the development process in support of the attainment of internationally agreed development goals, including the Millennium Development Goals and the NEPAD priorities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacities of African countries to promote governance practices to attain major development objectives in support of the African Union and its NEPAD programme and the targets of the United Nations Millennium Declaration	(a) Increased number of countries applying best practices and policies so as to improve political, economic and corporate governance as advocated in the work of ECA and in the context of the African Peer Review Mechanism and NEPAD *Performance measures*: 2006-2007: 5 countries Estimate 2008-2009: 8 countries Target 2010-2011: 12 countries
(b) Improved capacity of African countries to promote efficient, transparent and accountable civil service and public enterprises, including effective service delivery and other public goods	(b) Increased number of African governments adopting policies and programmes for strengthening the institutional and organizational capacity of the civil service and public enterprises for improved service delivery

	Performance measures: 2006-2007: 7 governments Estimate 2008-2009: 10 governments Target 2010-2011: 15 governments
(c) Enhanced engagement of non-State actors, including civil society and the private sector, in the development and governance processes	(c) Increased number of mechanisms and regulatory frameworks for enhancing the participation of non-State actors and other stakeholders, including civil society and the private sector *Performance measures*: 2006-2007: 6 mechanisms and regulatory frameworks Estimate 2008-2009: 8 mechanisms and regulatory frameworks Target 2010-2011: 12 mechanisms and regulatory frameworks

External factors

17A.58 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) national governments will be willing to pursue steadily institutional and policy reforms and to engage in dialogue with other stakeholders in regard to their role and participation in the democratic, economic and corporate governance and development processes at the national level; (b) member States will be committed to raising awareness of the importance of (i) measuring and assessing governance, (ii) having a transparent and accountable public sector and (iii) establishing procedures, codes, benchmarks and indicators for monitoring the accountability of public officials and reporting on the use of public resources; and (c) Governments will be willing and continue to subject themselves to the African Peer Review Mechanism.

Outputs

17A.59 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: second session of the Committee on Governance and Popular Participation (4);

(ii) Parliamentary documentation: Mutual Review of Development Effectiveness (1); report to the Committee on Governance and Popular Participation on progress made in the implementation of the APRM (1); report to the Committee on Governance and Popular Participation on the state of governance in Africa (1); Report to the Committee of Governance and Popular Participation: assessment of the impact and effectiveness of the participation of civil society organizations and non-governmental organizations in promoting good governance in Africa (1);

(iii) Ad hoc expert groups: enhancing public financial management with a view to improving domestic resource mobilization (1); strengthening popular participation and good governance in Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: African Governance Report (1);

(ii) Non-recurrent publications: case study on the implementation of the African Peer Review Mechanism: best practices and lessons learned (1); enhancing the transparency and accountability of civil society organizations in Africa: best practices and emerging issues (1); rebuilding the public service in post-conflict countries: issues and challenges (1); role of parliaments in promoting best practices in good governance (1); role of the private sector in strengthening regional integration in Africa: best practices and lessons learned (1); strategies and options to strengthen public financial management with a view to ensuring effective domestic resource mobilization (1); traditional institutions and conflict resolution in rural Africa (1);

(iii) Exhibits, guided tours, lectures: study tours organized for African businesses to improve their exposure and facilitate knowledge-sharing on business development within the context of South-South cooperation (1);

(iv) Booklets, fact sheets, wallcharts, information kits: pamphlets for parliamentarians and national governing councils participating in the African Peer Review Mechanism process (1);

(v) Special events: pan-Africa forum on investment and private sector development (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: group training on capacity-building to support the development of small and medium-sized enterprises: intra-Africa business networks (1); public-private partnership in public service delivery: best practices and emerging trends (1); training workshop for members of national parliaments and regional civil society organizations on the African Peer Review Mechanism (1); training workshop on building institutional capacity in post-conflict countries for major stakeholders, including civil society organizations (1);

(ii) Fellowships and grants: fellows, visiting scholars and interns to support the work of ECA on governance issues, including the preparation of the African Governance Report and public sector management (4);

(iii) Field projects: strengthening governance systems and public participation in Africa, including in post-conflict countries using the findings of the African Governance Report and the African Peer Review Mechanism (1); strengthening the capacity of regional and national institutions to combat corruption (1); supporting the development of small and medium-sized enterprises in Africa: establishing intra-Africa business networks and a global linkage (1); supporting the development of small and medium-sized enterprises in Africa: establishing intra-Africa business networks and a global linkage (1);

(iv) Advisory services: advisory services on institution-building in post-conflict countries (2); advisory services on private sector development and enhancing the role of civil society organizations in the context of the African Union and its NEPAD programme (2); advisory services on promoting good governance, with particular emphasis on strengthening public sector management (2).

Table 17A.16 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	6 110.1	6 110.1	27	27
Non-post	430.6	430.6	—	—
Subtotal	**6 540.7**	**6 540.7**	**27**	**27**
Extrabudgetary	3 870.3	2 842.0	5	2
Total	**10 411.0**	**9 382.7**	**32**	**29**

17A.60 The resource requirements of $6,110,100 for posts will provide for the continuation of 27 posts (16 Professional category and above and 11 Local level). An amount of $430,600 for non-post requirements will provide for other staff costs, consultants and experts, travel of staff and contractual services.

17A.61 The extrabudgetary resources of $2,842,000, which are to be provided through the United Nations Development Programme (UNDP) ($500,000), the United Nations Trust Fund for African Development ($100,000) and bilateral agreements ($2,242,000), include provision for 1 P-3 and 1 Local level post. The resources will be used to continue to provide assistance to member States through the revised scope of the work of the subprogramme, which extends to conceptual, analytical and methodological challenges and will require consultancy services to meet expected accomplishments and build internal capacity. The activities to be undertaken will include: (a) providing relevant advice to the African Peer Review Mechanism panel and secretariat on the implementation of the Mechanism; (b) strengthening governance systems and public participation in Africa, including in post-conflict countries, using the findings of the African Governance Report and the African Peer Review Mechanism process; (c) providing support to countries in the development of small and medium-sized enterprises in Africa; (d) strengthening the capacity of regional and national institutions to combat corruption; (e) holding of a special event on the pan-African forum on investment and private sector development (2011); and (f) other activities, such as ad hoc expert group meetings and group training.

Subprogramme 4
Information and science and technology for development

Resource requirements (before recosting): $5,146,900

17A.62 The activities under this subprogramme are under the responsibility of the Information and Communications Technology, Science and Technology Division. The work of the Division will focus on supporting the formulation, implementation and evaluation of national, subregional and regional information and communications technology and science and technology policies and strategies and on integrating spatial data infrastructure and geoinformation strategies for sustainable development. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of member States for the formulation, adaptation, implementation and evaluation, including at a regional level, of appropriate and integrated information, science and technology policies and programmes to address Africa's development challenges within the framework of the internationally agreed development goals, including the Millennium Development Goals.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communication and science, technology and innovation (STI) policies and strategies for development	(a) (i) Increased number of countries that have formulated, implemented and evaluated their integrated information, communication, science and technology policies and plans *Performance measures*: 2006-2007: 26 countries Estimate 2008-2009: 30 countries Target 2010-2011: 40 countries (ii) Increased number of countries with revised national information and communication infrastructure plans and strategies incorporating spatial data infrastructure, geoinformation and science, technology and innovation as a result of ECA interventions *Performance measures*: 2006-2007: not available Estimate 2008-2009: 4 countries with national information and communication infrastructure plans Target 2010-2011: 8 countries with national information and communication infrastructure plans
(b) Enhanced capacity of member States to nurture and harness science, technology and innovation for development at the national, subregional and regional levels	(b) Increased number of national, subregional and regional initiatives, including pilot programmes and knowledge networks, to harness science technology and innovation for development

	Performance measures:
	2006-2007: 24 initiatives
	Estimate 2008-2009: 30 initiatives
	Target 2010-2011: 34 initiatives

External factors

17A.63 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) governments and the regional economic communities will continue to assign priority to information and communications technology, science and technology in their development policies and programmes; (b) governments and the regional economic communities will allocate sufficient budgetary resource towards activities in science, technology and innovation for development; and (c) development partners will continue to provide support for various science, technology and innovation activities.

Outputs

17A.64 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: second session of the Committee on Development Information, Science and Technology (1);

(ii) Parliamentary documentation: report to the Committee on Development Information, Science and Technology (1);

(iii) Ad hoc expert groups: African Technical Advisory Committee on the African Information Society Initiative (1); Science, Technology Advisory Group (1); computation of the parameters for the best-fitting datum of the African Geodetic Reference Frame (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: innovation and development in Africa (2);

(ii) Non-recurrent publications: legal and regulatory frameworks for the knowledge economy in Africa: best practices (1); science, technology and innovation for achieving the Millennium Development Goals in Africa (1); position papers and policy briefs on knowledge economy issues (4);

(iii) Exhibits, guided tours, lectures: exhibitions for policymakers, during major meetings, on the use of information sources and services (2);

(iv) Booklets, fact sheets, wallcharts, information kits: pocketbooks on managing innovation in the knowledge economy (1); posters and pamphlets for the second meeting of the Committee on Development Information, Science and Technology and for the Committee on Science and Technology for Development (1);

(v) Technical material: development of a core list of science, technology and innovation indicators for Africa (1); development of geospatial databases for the African node of the United Nations spatial data infrastructure, providing data, standards and geoinformation applications to member States and showcasing interoperability best practice (1); inventory and status of fundamental geospatial datasets in Africa (1);

(vi) Substantive servicing of inter-agency meetings: African cluster on science and technology (1); African Ministerial Council on Science and Technology (1); meeting of the Committee on Science and Technology for Development on the follow-up to the World Summit on the Information Society (1); meeting of the United Nations science and technology cluster (1); United Nations Geographic Information Working Group (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: regional workshop for professionals on geoinformation policy development and geospatial standards (1); regional workshop on science, technology and innovation systems for Africa's development (1); seminar for professionals on issues related to the knowledge economy (1);

(ii) Fellowships and grants: fellows, visiting scholars and interns to support the work of ECA on the application of information and communications technology, science and technology for socio-economic development (6);

(iii) Field projects: establishment of the Science with Africa Centre (1); information and communications technology applications for socio-economic development (1); implementation of the continent-wide African Reference Frame (1); supporting the development of centres of excellence, including in respect of information and communications technology, science and technology for Africa (1).

Table 17A.18 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	4 799.0	4 799.0	26	26
Non-post	347.9	347.9	—	—
Subtotal	**5 146.9**	**5 146.9**	**26**	**26**
Extrabudgetary	5 030.5	3 887.0	5	4
Total	**10 177.4**	**9 033.9**	**31**	**30**

17A.65 The resource requirements of $4,799,000 will provide for 26 posts (12 Professional category and above and 14 Local level), as reflected in table 17A.18. Non-post resources of $347,900 will cover requirements for overtime, consultants and experts, travel of staff and contractual services.

17A.66 The extrabudgetary resources of $3,887,000 are to be provided through the United Nations Trust Fund for African Development ($300,000) and bilateral agreements ($3,587,000). They will be used to finance 4 posts (1 P-4, 1 P-3 and 2 Local level) and activities that will focus on strengthening and sustaining an African information society and knowledge economy, as well as developing capacity for the formulation, adaptation, implementation and evaluation of appropriate spatially enabled information, science and technology policies and programmes. They will provide for and support the following outputs: (a) training courses, seminars and workshops; (b) fellowships and grants; and (c) field project (see para. 17A.64 (c) above).

Subprogramme 5
Economic cooperation and regional integration

Resource requirements (before recosting): $4,206,700

17A.67 The activities under this subprogramme are under the responsibility of the NEPAD and Regional Integration Division. The subprogramme will focus on promoting intra-African trade and strengthening regional cooperation and integration in line with the declaration of the African Union Summit held in July 2007, in which the urgency of accelerating the economic and political integration of the continent was underscored. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of member States and intergovernmental organizations to accelerate progress towards economic cooperation and integration.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy and programme harmonization and convergence in strengthening integration institutions at the subregional and regional levels	(a) (i) Increased number of countries harmonizing their national policies in an effort to achieve regional integration, with a particular emphasis on intra-African trade, transport infrastructure and natural resources development *Performance measures*: 2006-2007: 25 countries Estimate 2008-2009: 30 countries Target 2010-2011: 34 countries (ii) Increased number of policymakers who consider the subprogramme's contribution to policy harmonization and coordination to be "useful" or "very useful" to their work *Performance measures*: 2006-2007: 150 policymakers Estimate 2008-2009: 200 policymakers Target 2010-2011: 250 policymakers

(b) Enhanced capacity of the African Union Commission and the regional economic communities, namely: the Common Market for Eastern and Southern Africa (COMESA) and the Community of Sahelo-Saharan States (CEN-SAD) to implement relevant priorities of NEPAD, the African Union 10-year capacity-building programme and multi-year programmes developed with COMESA and CEN-SAD	(b) Increased number of activities undertaken to enhance the capacity of the African Union Commission and the regional economic communities to implement the relevant priorities of NEPAD, the African Union 10-year capacity-building programme and the multi-year programmes developed with COMESA and CEN-SAD *Performance measures*: 2006-2007: 5 activities Estimate 2008-2009: 8 activities Target 2010-2011: 10 activities

External factors

17A.68 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will meet their obligations under the Constitutive Act of the African Union; (b) institutional and policy reforms will be steadily pursued in member States and the regional economic communities; and (c) other United Nations agencies and stakeholders will support the implementation of NEPAD, in particular its infrastructural component.

Outputs

17A.69 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Committee on Regional Cooperation and Integration:

a. Substantive servicing of meetings: seventh session of the Committee on Regional Cooperation and Integration (4);

b. Parliamentary documentation: progress report to the Committee on Regional Cooperation and Integration on the implementation of the outcomes of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (1); report to the Committee on Regional Cooperation and Integration on the progress achieved in intra-African trade (1); report to the Committee on Regional Cooperation and Integration on the implementation of regional integration and infrastructure and natural resources development policies and programmes (1);

(ii) Ad hoc expert groups: Assessing Regional Integration in Africa (1); moving the Africa Mining Vision forward (1); supporting the establishment of interregional economic community free trade areas (1);

(iii) Assistance to representatives, rapporteurs: assistance to intergovernmental bodies: substantive servicing of the annual meeting of the coordinating group for UN-Water/Africa and United Nations-Energy/Africa (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: Assessing Regional Integration in Africa: enhancing cross-border movements of factors of production (1);

(ii) Non-recurrent publications: development of biofuels in Africa: technology options and related policy and regulatory issues (1); compendium of best practices in utility regulation: towards energy policy harmonization (1); harmonization of free trade area regimes among regional economic communities (1); regional norms for the Trans-African Highway (1); progress towards achieving the Africa Mining Vision (1);

(iii) Contribution to joint outputs: contribution to the implementation of the Africa Mining Vision (1); contribution to the implementation of the Africa Water Vision (1);

(iv) Special events: road safety conference (1);

(v) Technical material: maintenance of the Observatory on Regional Integration in Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: training course on contract negotiations for natural resources development (2); workshop for stakeholders, including corridor management agencies, on trade facilitation issues and the promotion of intra-African trade (1); workshop on the design of public-private partnership agreements on infrastructure (2); workshop on the establishment of harmonized free trade area regimes among the regional economic communities (1);

(ii) Fellowships and grants: visiting scholars, fellows and interns to support the work of ECA in addressing regional integration issues, including infrastructure and natural resources development (3);

(iii) Field projects: project on the harmonization of mineral policies, laws, regulations, standards and codes: support for the African Union and the regional economic communities (1); implementation of the Sub-Saharan African Transport Policy Programme (1); mainstreaming road safety in national policies and development plans in Africa (1).

Table 17A.20 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	3 624.1	3 624.1	16	16
Non-post	425.7	582.6	—	—
Subtotal	**4 049.8**	**4 206.7**	**16**	**16**
Extrabudgetary	1 500.0	1 345.0	2	—
Total	**5 549.8**	**5 551.7**	**18**	**16**

17A.70 The resource requirements of $3,624,100 for posts will provide for continuation of 16 posts (9 Professional category and above and 7 Local level). The amount of $582,600 for non-post requirements, reflecting an increase of $156,900, will provide for overtime, consultants and experts, travel of staff and contractual services. The increase of $156,900 relates entirely to the provision for ad hoc expert group meetings which has been redeployed from subprogramme 1.

17A.71 The extrabudgetary resources of $1,345,000, which are to be provided through bilateral agreements, are intended to help address the needs of the member States, regional economic communities, the African Union/NEPAD and other stakeholders with specialized skills, better outreach capabilities and, ultimately, a development impact. They will finance such activities as: (a) consultancy and individual contractor services in connection with various publications (see para. 17A.69 (b) above); (b) maintenance of the Observatory on Regional Integration in Africa; (c) attendance at the continental road safety conference (2011); and (d) technical cooperation activities, including training courses, seminars and workshops, fellowships and field projects (see para. 17A.69 (c) above).

Subprogramme 6
Gender and women in development

Resource requirements (before recosting): $3,686,100

17A.72 The activities under this subprogramme are under the responsibility of the African Centre for Gender and Social Development. The subprogramme will have an increased focus on gender-based research and analytical work, as well as on technical cooperation activities to support policymaking and on promoting gender equality and empowerment of women as it relates to their social and economic advancement. The strategy will also focus on providing support to member States and their intergovernmental institutions in the implementation of regional and global platforms for action on gender equality. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of member States to achieve gender equality and women's advancement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional intergovernmental bodies to mainstream gender concerns into policies and programmes	(a) Increased number of member States making use of the knowledge and information generated by the tools and learning and sharing networks that have been established *Performance measures*: 2006-2007: 25 countries Estimate 2008-2009: 27 countries Target 2010-2011: 45 countries

(b) Improved capacity of member States to implement and report on regional and global commitments on gender equality and women's empowerment	(b) Increased number of countries able to fulfil their reporting obligations on international and regional commitments on gender equality and women's empowerment *Performance measures*: 2006-2007: 15 countries Estimate 2008-2009: 25 countries Target 2010-2011: 35 countries
(c) Enhanced capacity of member States to address the persistent and emerging social and economic concerns of women relating to poverty reduction and sustainable development	(c) Increased number of programmes and initiatives targeted at improving the social and economic situation of women in member States as a result of ECA intervention *Performance measures*: 2006-2007: 5 programmes and initiatives Estimate 2008-2009: 8 programmes and initiatives Target 2010-2011: 10 programmes and initiatives

External factors

17A.73 The subprogramme is expected to achieve its objectives and expected accomplishments under the assumption that: (a) member States and national policymakers will be supportive of its efforts and extend full cooperation for the incorporation of gender mainstreaming and implementation of gender equality policies and strategies by allocating both human and financial resources; and (b) development partners will honour the commitments made and continue their support.

Outputs

17A.74 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Committee on Women and Development:

a. Substantive servicing of meetings: seventh session of the Committee on Women and Development (4);

b. Parliamentary documentation: report to the Committee on Women and Development on recent trends towards gender equality in Africa (1); report to the Committee on Women and Development on the follow-up strategy for the outcome of events related to the fifteenth anniversary in 2010 of the adoption of the Beijing Platform of Action and the way forward (1);

(ii) Ad hoc expert groups: review of the *African Women's Report* (1); women and food security in Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: compendium of best practices in gender mainstreaming: role of African women in conflict resolution (1); compendium of best practices in gender mainstreaming: women in business (1); *African Women's Report* (1);

(ii) Non-recurrent publications: gender dimension of food security in Africa (1); gender sensitive policies: simulations from the gender-aware macroeconomic model (2); African Gender and Development Index (2); human rights of women in Africa: violence against women (1);

(iii) Technical material: collection of data and dissemination of information on the African Women's Rights Observatory for monitoring African women's human rights (1); e-network of African gender machineries for information-sharing and advocacy (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Fellowships and grants: visiting scholars, fellows and interns to work on gender-aware macroeconomic models and the African Gender and Development Index (3);

(ii) Field projects: African Women's Rights Observatory (1); operational toolkits for mainstreaming gender in national policies, programmes and strategies (1); e-network of African gender machineries (1).

Table 17A.22 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	3 214.5	3 214.5	13	13
Non-post	471.6	471.6	—	—
Subtotal	**3 686.1**	**3 686.1**	**13**	**13**
Extrabudgetary	4 642.6	3 638.9	4	—
Total	**8 328.7**	**7 325.0**	**17**	**13**

17A.75 The resource requirements of $3,214,500 for posts will provide for the continuation of 12 posts (8 Professional category and above and 4 Local level). Non-post requirements of $471,600 will cover overtime, consultants and experts, travel of staff and contractual services.

17A.76 The extrabudgetary resources of $3,638,900, which are to be provided through bilateral agreements, will complement the regular budget in the effective delivery of programmed outputs. The activities to be financed will include: (a) consultancy services to undertake work relating to publications and ad hoc expert groups (see paras. 17A.74 (a) and (b) above); (b) travel to participate in various meetings, and data collection, analysis of data and information for the preparation of various reports; and (c) fellowships and grants and field projects (see para. 17A.74 (c) above).

Subprogramme 7
Subregional activities for development

Resource requirements (before recosting): $31,561,000

17A.77 The five ECA subregional offices, which are responsible for the implementation of the components of subprogramme 7, are located in: (a) for North Africa, Rabat; (b) for West Africa, Niamey; (c) for Central Africa, Yaoundé; (d) for East Africa, Kigali; and (e) for Southern Africa, Lusaka. Coordination of the subregional offices rests with the Office of the Executive Secretary of ECA. The subprogramme will focus on providing greater technical support to member States and the regional economic communities with a view to improving their capacities for regional integration, in particular in their various areas of priority.

17A.78 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 14 of the strategic framework for the period 2010-2011.

(a) Subregional activities in North Africa

Resource requirements (before recosting): $6,149,000

Table 17A.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the North African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including those contained in the Millennium Development Goals.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Arab Maghreb Union and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in North Africa	(a) (i) Increase in the number of common policy frameworks and strategies formulated and adopted in the priority areas *Performance measures:* 2006-2007: 5 common policy frameworks Estimate 2008-2009: 8 common policy frameworks Target 2010-2011: 10 common policy frameworks (ii) Increased positive feedback from member States and the Arab Maghreb Union on the quality of capacity-building services rendered, as measured on a scale of 1 to 10

	Performance measures: 2006-2007: 7.5 positive feedback Estimate 2008-2009: 7.8 positive feedback Target 2010-2011: 8 positive feedback
(b) Strengthened capacity of the Arab Maghreb Union to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the Asian Development Bank, and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with respective regional economic communities and other partners at the subregional and country levels *Performance measures*: 2006-2007: 3 programmes and projects Estimate 2008-2009: 5 programmes and projects Target 2010-2011: 7 programmes and projects (ii) Increased number of projects for which resources are jointly mobilized with regional economic communities in support of multi-year programmes *Performance measures*: 2006-2007: 2 projects Estimate 2008-2009: 5 projects Target 2010-2011: 7 projects
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Arab Maghreb Union and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the subregional office for Northern Africa. *Performance measures*: 2006-2007: 5 communities of practice Estimate 2008-2009: 8 communities of practice Target 2010-2011: 10 communities of practice

External factors

17A.79 The subprogramme is expected to achieve its objectives and expected accomplishments provided that the following external factors which may influence the successful implementation of its activities are not present: (a) political instability or conflicts in the subregion and the related impact on the regional integration process; (b) an international crisis, such as an increase in the price of oil and raw materials; and (c) climate change and its effects on the region.

Outputs

17A.80 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts (8);

(ii) Parliamentary documentation: annual report on the work of ECA in North Africa, including the status of implementation of the multi-year programme (2); progress report on the implementation of regional and international agendas, including NEPAD and other special initiatives in the subregion (2); report on economic and social developments: tracking the progress made in North Africa (2);

(iii) Ad hoc expert groups: assessing trends, challenges and opportunities in workers' mobility in the Maghreb (1); financing for development in North Africa: the case of middle-income countries (1); North African approach to South-South and triangular cooperation in the context of world economic governance (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: mobilizing resources for financing development in North Africa (1); North African approach to South-South and triangular cooperation in the context of world economic governance (1); reinforcing social dimensions in development policies and programmes in North Africa, in collaboration with the Economic and Social Commission for Western Asia (ESCWA) (1); workers' mobility in the Maghreb (1);

(ii) Special events: North African development forum: development challenges in North Africa (1);

(iii) Technical material: electronic brief on major activities of the Subregional Office for North Africa, including the ECA technical assistance programme (1); knowledge management platform for the development and exchange of information on economic and social integration issues (1); Observatory on Regional Integration in Africa (1);

(iv) Substantive servicing of inter-agency meetings: functional support for the work of the United Nations country teams and other United Nations inter-agency activities (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to member States, the Maghreb Arab Union, the Community of Sahel-Saharan States and other subregional and intergovernmental organizations on institutional and sectoral issues related to strengthening regional integration and the implementation of NEPAD in North Africa (5);

(ii) Training courses, seminars and workshops: subregional aspects of the knowledge society (1); training workshop on climate change and sustainable development in North Africa (1); training workshop on the harmonization of the legal framework, the cybersecurity approach and the methodology used in generating information and communications technology indicators (1);

(iii) Field projects: causes, dimensions and dynamics of poverty in North Africa in collaboration with ESCWA (1); the challenges of energy in the Maghreb region (1).

Table 17A.24 **Resource requirements: subprogramme 7 (a)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	4 226.9	4 494.1	23	23
Non-post	1 753.0	1 654.9	—	—
Subtotal	**5 979.9**	**6 149.0**	**23**	**23**
Extrabudgetary	400.0	350.0	1	—
Total	**6 379.9**	**6 499.0**	**24**	**23**

17A.81 The resource requirements of $4,494,100 for posts, reflecting an increase of $267,200, will provide for 23 posts (12 Professional category and above and 11 Local level and National Officer). The increase of $267,200 is the result of the delayed impact of the four new posts (1 P-4, 1 Local level and 2 National Officer) established in the 2008-2009 biennium.

17A.82 Non-post requirements of $1,654,900, reflecting a net decrease of $98,100, will provide for other staff costs, consultants and experts, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease is mainly attributable to a decrease in the number of ad hoc expert group meetings, offset by additional resources for travel of staff in the subregion and an increase in participation in ad hoc expert group meetings and other operating costs.

17A.83 The extrabudgetary resources of $350,000, which are to be provided from bilateral sources, will be instrumental in creating the enabling environment to bring about economic harmonization of trade, social and poverty issues in this subregion. They will provide for technical cooperation outputs under the subprogramme, in particular for field projects (see para. 17A.80 (c) above).

(b) Subregional activities in West Africa

Resource requirements (before recosting): $6,201,000

Table 17A.25 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Objective of the Organization: To strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the West African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Enhanced capacity of member States and the West African regional economic communities, namely the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union, and other intergovernmental organizations to formulate and implement harmonized	(a) (i) Increased number of common policy measures adopted and implemented by member States, the West African regional economic communities, the inter-governmental organizations and non-governmental organizations, as reflected in their strategy documents and programmes

macroeconomic and sectoral policies and programmes to address key subregional integration priorities in West Africa, including macroeconomic convergence; trade; infrastructure and services, gender mainstreaming; governance; conflict resolution and post-conflict peacebuilding; agriculture and food security; and the environment	*Performance measures*: 2006-2007: 16 common policy measures Estimate 2008-2009: 20 common policy measures Target 2010-2011: 25 common policy measures (ii) Increased number of beneficiaries of training, workshops, field projects and advisory services *Performance measures*: 2006-2007: 80 beneficiaries Estimate 2008-2009: 90 beneficiaries Target 2010-2011: 110 beneficiaries
(b) Strengthened capacity of the West African regional economic communities to implement multi-year programmes through improved partnerships with key stakeholders including other intergovernmental organizations, United Nations agencies, AfDB, the African Union, and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with ECOWAS in the context of the multi-year programmes and the 20/20 vision *Performance measures*: 2006-2007: 4 programmes and projects Estimate 2008-2009: 7 programmes and projects Target 2010-2011: 10 programmes and projects (ii) Increased number of platforms and forums for networking and policy dialogue on subregional economic and social development issues involving member States, intergovernmental organizations, the regional economic communities, civil society organizations, United Nations country teams and other subregional entities *Performance measures*: 2006-2007: 5 platforms and forums Estimate 2008-2009: 9 platforms and forums Target 2010-2011: 12 platforms and forums

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities including Governments, the private sector, civil society, the West African regional economic communities and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the Subregional Office for West Africa *Performance measures*: 2006-2007: 3 communities of practice Estimate 2008-2009: 5 communities of practice Target 2010-2011: 7 communities of practice

External factors

17A.84 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will effectively implement the agreed common policy measures and institutional mechanisms; (b) member States will translate the principles of NEPAD and the Millennium Development Goals into national development programmes; (c) intergovernmental organizations and non-governmental organizations will be supportive of NEPAD and willing to strengthen cooperation among themselves and with the ECA Subregional Office; (d) development assistance partners will harmonize their policies and programmes in support of national and subregional economic and social development efforts.

Outputs

17A.85 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts (8);

(ii) Parliamentary documentation: annual report on the work of ECA in West Africa, including the status of implementation of the multi-year programme (2); report on economic and social conditions in West Africa: trends and policies in socio-economic developments (2); tracking progress in the implementation of regional and international agendas, including NEPAD and other special initiatives in the subregion (2);

(iii) Ad hoc expert groups: fragile States and development in West Africa (1); new trends in South-South and triangular cooperation: implications for West African countries (1); strategy for youth self-employment in West Africa (1); strengthening public-private partnership in the electricity sector in West Africa (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: report on fragile States and development in West Africa (1); report on strengthening public-private partnership in the electricity sector in West Africa (1); report on the harmonization of methodologies for data collection and economic forecasting in West Africa (1); South-South and triangular cooperation: implications for West African countries (1); youth self-employment in West Africa (1);

(ii) Booklets, fact sheets, wallcharts, information kits: emerging issues in West Africa (1);

(iii) Special events: forum on trade transit facilitation between landlocked and coastal countries in West Africa (1);

(iv) Substantive servicing of inter-agency meetings: functional support for the work of the United Nations country teams and other United Nations inter-agency activities (1);

(v) Technical material: electronic brief on major activities of the Subregional Office for West Africa, including ECA technical assistance programme (1); knowledge management platform for information development and exchange on economic and social integration issues (1); Observatory on Regional Integration in Africa (1); prospectus on regional integration in West Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to member States, the Economic Community of West African States (ECOWAS) and other subregional and intergovernmental organizations on institutional and sectoral issues in relation to the consolidation of regional integration and sustainable development in West Africa (8);

(ii) Training courses, seminars and workshops: training workshop in collaboration with the African Centre of Meteorological Applications to Development on climate change and sustainable development in West Africa (1); training workshop on public-private partnership in the agro-industry and agri-business (1); workshop on governance indicators in West Africa (1); workshop on harmonization of data collection and economic forecasting (1);

(iii) Field projects: capacity-building for coordinated natural resources management policies in the ECOWAS region (1); institutional support to ECOWAS and the West African Economic and Monetary Union (1).

Table 17A.26 **Resource requirements: subprogramme 7 (b)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011*	*2008-2009*	*2010-2011*
Regular budget				
Post	4 188.1	4 620.9	22	22
Non-post	1 512.4	1 580.1	—	—
Subtotal	**5 700.5**	**6 201.0**	**22**	**22**
Extrabudgetary	400.0	690.0	1	—
Total	**6 100.5**	**6 891.0**	**23**	**22**

17A.86 The resource requirements of $4,620,900 for post resources, reflecting an increase of $432,800, will provide for 22 posts (12 Professional category and above and 10 Local level and National Officer). The increase of $432,800 is the result of the delayed impact of five new posts (2 P-4, 2 National Officer and 1 Local level) established in the 2008-2009 biennium. The amount of $1,580,100 for non-post requirements, reflecting a net increase of $67,700, will provide for other staff costs, consultants and experts, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment. The net increase of $67,700 is largely attributable to: (a) additional resources for travel of staff in the subregion and the increased demand for ECA participation in meetings and activities related to the multi-year programme, offset by a decrease in the provision for other staff costs due to reduced requirements for freelance interpretation and translation in English and French and consultants and experts in the light of a decrease in the number of expert group meetings.

17A.87 The extrabudgetary resources of $690,000 proposed for this subprogramme, which are to be met from bilateral sources during the biennium 2010-2011, will address the scaling up of operational

activities and capacity-building initiatives in favour of member States, the regional economic communities and intergovernmental organizations in order to meet the growing demand for ECA outreach functions in the context of the ongoing repositioning efforts. The activities to be financed from extrabudgetary resources include the field projects described in paragraph 17A.85 (c) above.

(c) Subregional activities in Central Africa

Resource requirements (before recosting): $6,512,200

Table 17A.27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacities of member States for regional integration with a particular focus on the specific priorities of the Central African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and the Central African regional economic communities, namely the Economic Community of Central African States and the Central African Economic and Monetary Community, and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Central Africa	(a) (i) Increased number of harmonized sectoral policies and instruments adopted through the regional economic communities *Performance measures*: 2006-2007: 4 policies and instruments adopted Estimate 2008-2009: 7 policies and instruments adopted Target 2010-2011: 8 policies and instruments adopted (ii) Increased number of studies carried out aimed at harmonizing subregional instruments *Performance measures*: 2006-2007: 3 studies Estimate 2008-2009: 5 studies Target 2010-2011: 7 studies
(b) Strengthened capacity of the Central African regional economic communities to implement multi-year programmes through improved partnerships with key stakeholders including other intergovernmental organizations, United Nations agencies, AfDB, the African Union and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the Central African regional economic communities at the subregional and country levels

Performance measures:

2006-2007: 3 programmes and projects

Estimate 2008-2009: 7 programmes and projects

Target 2010-2011: 8 programmes and projects

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Central African regional economic communities and United Nations agencies

(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the Subregional Office for Central Africa

Performance measures:

2006-2007: 3 communities of practice

Estimate 2008-2009: 5 communities of practice

Target 2010-2011: 7 communities of practice

External factors

15A.88 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will effectively implement the agreed common policy measures and institutional mechanisms; (b) member States will fully endorse the guiding principles of NEPAD and the Millennium Development Goals and translate them into national development programmes; and (c) the regional economic communities will be supportive of NEPAD and willing to strengthen their cooperation with ECA offices in the subregions through their joint programming exercises.

Outputs

15A.89 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts (8);

(ii) Parliamentary documentation: annual report on the work of ECA in Central Africa, including the status of implementation of the multi-year programme (2); progress report

on the implementation of regional and international agendas, including NEPAD and other special initiatives in the subregion (12); tracking progress made in macroeconomic and social development in Central Africa (12);

(iii) Ad hoc expert groups: addressing emerging issues in infrastructural development in Central Africa (1); new trends in South-South and triangular cooperation: implications for Central African countries (1); second multi-year programme of the Subregional Office for Central Africa, the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC) (1); tariff nomenclature for the establishment of the customs union ECCAS/CEMAC (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(v) Special events: African Economic Conference (1);

(vi) Substantive servicing of inter-agency meetings: functional support for the work of the United Nations country teams and other United Nations inter-agency activities (1);

(vi) Technical material: electronic brief on major activities of the Subregional Office for Central Africa, including ECA technical assistance programme (1); knowledge management platform for the development and exchange of information on economic and social integration issues (1); Observatory on Regional Integration in Africa (1); quarterly magazines on major activities related to regional integration in Central Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: mainstreaming regional integration in national development policies, economic, institutional and sectoral issues, as well as the implementation of NEPAD, the Millennium Development Goals and other special initiatives (3);

(ii) Training courses, seminars and workshops: training workshop on climate change and sustainable development in Central Africa (1); training workshop on the use of macroeconomic modelling in Central Africa (1); workshop on budget preparation, performance management and monitoring for ECCAS and CEMAC (1); workshop on the legal and regulatory framework for information and communications technology and science and technology (1);

(iii) Field projects: institutional support for CEMAC and ECCAS (1); e-employment project for poverty reduction and achievement of Millennium Development Goals in Central Africa (1); [illegible] (1);

Table 17A.28 **Resource requirements: subprogramme 7 (c)**

	Resources (thousands of United States dollars)		Posts	
Category	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Regular budget				
Post	4 257.9	4 525.1	22	22
Non-post	2 015.1	1 987.1		
Subtotal	6 273.0	6 512.2	22	22
Extrabudgetary	350.0	350.0	1	1
Total	6 623.0	6 862.2	23	23

17A.91 The extrabudgetary resources of $350,000 will cover the implementation of the activities of the subprogramme, which is guided by the principle of a repositioned ECA, especially in the area of regional and economic integration. The extrabudgetary resources will be used to finance the advisory services, training courses, seminars and workshops and field projects described in paragraph 17A.89 (c) above.

(d) Subregional activities in East Africa

Resource requirements (before recosting): **$6,237,500**

Table 17A.29 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacities of member States for regional integration with particular focus on the specific priorities of the East African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and subregional organizations to formulate, coordinate and implement policies and programmes in support of the East African Community, the Intergovernmental Authority on Development, and other subregional organizations	(a) (i) Increased number of common policies, programmes and strategies formulated and implemented by the Governments of the East African subregion, the East African Community, the Intergovernmental Authority on Development, and other subregional organizations

and sectoral address key ities in East Africa	*Performance measures*: 2006-2007: 2 policy frameworks Estimate 2008-2009: 4 policy frameworks Target 2010-2011: 6 policy frameworks (ii) Increased number of beneficiaries from training programmes *Performance measures*: 2006-2007: 50 beneficiaries Estimate 2008-2009: 75 beneficiaries Target 2010-2011: 100 beneficiaries
of the East African ities to implement ugh improved olders, including anizations, United e African Union and	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the East African regional economic communities at the subregional and country levels *Performance measures*: 2006-2007: 1 programme and project Estimate 2008-2009: 4 programmes and projects Target 2010-2011: 6 programmes and projects (ii) Increased number of projects for which external resources are jointly mobilized with the regional economic communities in support of multi-year programmes *Performance measures*: 2006-2007: not available Estimate 2008-2009: 1 project Target 2010-2011: 4 projects
tion and knowledge olders involved in ctivities, including ican regional e private sector, civil agencies	(c) Increased number of communities of practice participating in the knowledge sharing platform hosted by the Subregional Office for East Africa

Performance measures:

2006-2007: not available

Estimate 2008-2009: 8 communities of practice

Target 2010-2011: 20 communities of practice

17A.92 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) Governments in East Africa will adopt measures to harmonize their macroeconomic policies; and (b) partners will continue to support NEPAD and be willing to strengthen their cooperation with ECA offices in the subregions through their joint programming exercises.

Outputs

17A.93 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts (8);

(ii) Parliamentary documentation: annual report on the work of ECA in East Africa, including the status of implementation of the multi-year programme (2); progress report on the implementation of regional and international agendas, including NEPAD and other special initiatives in the subregion (2); tracking progress made in macroeconomic and social development in East Africa (2);

(iii) Ad hoc expert groups: second phase of the World Summit on the Information Society: assessment of outcomes and perspectives in the East African subregion (1); new trends in South-South and triangular cooperation: implications for East African countries (1); topical issues of natural resources management in the Intergovernmental Authority on Development (IGAD) subregion (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: second phase of the World Summit on the Information Society: report on outcomes and perspectives in the East African subregion (1); report on natural resources management in the IGAD subregion (1); South-South and triangular cooperation: implications for East African countries (1);

(ii) Special events: forum on climate change and its impact on food security in East Africa (1);

(iii) Substantive servicing of inter-agency meetings: functional support for the work of the United Nations country teams and other United Nations inter-agency activities (1);

(iv) Technical material: electronic brief on major activities of the Subregional Office for East Africa, including the ECA technical assistance programme (1); knowledge management platform for the development and exchange of information on economic and social integration issues (1); Observatory on Regional Integration in East Africa (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory services, upon request, to member States, the regional economic communities, intergovernmental organizations and civil society organizations on institutional and sectoral issues related to macroeconomic harmonization,

strengthening the implementation of NEPAD, internationally agreed agendas and the International Conference on the Great Lakes Region (6);

(ii) Training courses, seminars and workshops: Attack, Disaster and Recovery Programme: training workshop on country code top-level domains (1); seminar for high-level decision makers and other stakeholders on trade facilitation (1); symposium on the establishment of a subregional stock exchange in Africa (1); workshop for professionals on knowledge management and sharing and the Observatory on Regional Integration in Africa (1);

(iii) Field projects: establishment of a subregional microfinance framework in East Africa (1); institutional support to IGAD, the East African Community and other intergovernmental organizations (1).

Table 17A.30 **Resource requirements: subprogramme 7 (d)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	4 258.8	4 691.6	22	22
Non-post	1 601.9	1 545.9	—	—
Subtotal	**5 860.7**	**6 237.5**	22	22
Extrabudgetary	576.3	600.0	1	
Total	**6 437.0**	**6 837.5**	**23**	22

17A.94 The resource requirements of $4,691,600 for posts, reflecting an increase of $432,800, will provide for 22 posts (12 Professional category and above and 10 Local level and National Officer). The increase of $432,800 is the result of the delayed impact of five new posts (2 P-4, 2 National Officer and 1 Local level) established in the 2008-2009 biennium. The amount of $1,545,900 for non-post requirements, which reflects a net decrease of $56,000 for operational requirements, is mainly attributable to reduced requirements for consultants and experts due to a decrease in the number of expert group meetings proposed and in contractual services as the new National Officer post approved in 2008-2009 biennium to perform information and communications technology functions under this subprogramme obviates the need for a technician for hardware maintenance and software development, offset by additional travel of staff due to the coverage of the subregion and the increased demand for ECA participation in meetings and activities related to the multi-year programme.

17A.95 The estimated $600,000 in extrabudgetary resources, which are to be met from bilateral sources, will help to ensure the quality and timely delivery of the programmed outputs of the subprogramme, which will serve to enhance the capacity of member States and the regional economic communities to design and implement sound policies and programmes for accelerated poverty reduction in the subregion. The resources will be used to finance a forum on climate change and its impact on food security in East Africa, group training and field projects, as described in paragraphs 17A.93 (b) and (c) above.

(e) Subregional activities in Southern Africa

Resource requirements (before recosting): $6,461,300

Table 17A.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacities of member States for regional integration with a particular focus on the specific priorities of the Southern African subregion, within the overall framework of NEPAD and the internationally agreed development goals, including the Millennium Development Goals.

Expected accomplishments	Indicators of achievement
(a) Enhanced capacity of member States, the Southern African Development Community (SADC) and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Southern Africa, including infrastructure and services; trade, investment and finance; mining and energy; food security and sustainable development; gender and development; and the achievement of the Millennium Development Goals	(a) (i) Increased number of common policy frameworks and strategies formulated and adopted in these areas *Performance measures*: 2006-2007: 5 common policy frameworks Estimate 2008-2009: 7 common policy frameworks Target 2010-2011: 10 common policy frameworks (ii) Increased number of beneficiaries from training programmes *Performance measures*: 2006-2007: 50 beneficiaries Estimate 2008-2009: 75 beneficiaries Target 2010-2011: 100 beneficiaries
(b) Strengthened capacity of SADC to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, AfDB, the African Union, and the NEPAD secretariat	(b) (i) Increased number of programmes and projects jointly undertaken and completed with the respective regional economic communities at the subregional and country levels *Performance measures*: 2006-2007: 2 programmes and projects Estimate 2008-2009: 4 programmes and projects Target 2010-2011: 8 programmes and projects

	(ii) Increased number of projects for which external resources are jointly mobilized with the regional economic communities in support of multi-year programmes *Performance measures:* 2006-2007: not available Estimate 2008-2009: 1 project Target 2010-2011: 4 projects
(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, SADC, the private sector, civil society and United Nations agencies	(c) Increased number of communities of practice participating in the knowledge-sharing platform hosted by the Subregional Office for Southern Africa *Performance measures:* 2006-2007: not available Estimate 2008-2009: 3 communities of practice Target 2010-2011: 5 communities of practice

External factors

17A.96 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will effectively implement the agreed common policy measures and institutional mechanisms; (b) member States will fully embrace the guiding principles of NEPAD and the Millennium Development Goals and translate them into national development programmes; and (c) the regional economic communities will be supportive of NEPAD and willing to strengthen their cooperation with ECA offices in the subregion through the multi-year joint programme.

Outputs

17A.97 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: annual session of the Intergovernmental Committee of Experts (8);

(ii) Parliamentary documentation: annual report on the work of ECA in Southern Africa, including the status of implementation of the multi-year programme (2); progress report on the implementation of regional and international agendas, including NEPAD and other special initiatives in the subregion (2); report on economic and social developments: tracking progress made in macroeconomic policy convergence (2);

(iii) Ad hoc expert groups: harmonized security framework for the mineral products of the Southern African Development Community (SADC) region (1); addressing the challenges of macroeconomic policy convergence in the SADC region (1); cost-benefit

analysis of regional integration in Southern Africa (1); new trends in South-South and triangular cooperation: implications for Southern African countries (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Non-recurrent publications: harmonized security framework for the mineral products of the SADC region (1); addressing the challenges of macroeconomic policy convergence (1); cost-benefit analysis of regional integration in Southern Africa (1); South-South and triangular cooperation: implications for Southern African countries (1);

(ii) Booklets, fact sheets, wallcharts, information kits: major development policy recommendations emanating from research and studies in Southern Africa and on regional integration issues (1);

(iii) Special events: forum on the role of the private sector in development (1);

(iv) Technical material: electronic brief on major activities of the Subregional Office for Southern Africa, including the ECA technical assistance programme (1); knowledge management platform for the development and exchange of information on economic and social integration issues (1); Observatory on Regional Integration in Africa (1);

(v) Substantive servicing of inter-agency meetings: functional support for the work of the United Nations country teams and other United Nations inter-agency activities (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: as part of the implementation of activities in the ECA/SADC multi-year programme, substantive support will be provided for the preparation of the SADC annual economic report on Southern Africa, its annual human development report on Southern Africa and its biennial report on gender (3); advisory services on priority development issues, including gender, trade, infrastructure, energy, macroeconomic policy and institutional convergence and social development, and statistical development to strengthen regional integration and implementation of NEPAD in Southern Africa, as well as capacity-building activities (4);

(ii) Training courses, seminars and workshops: seminar on enhancing the effectiveness of food security information systems in Southern Africa (1); seminar on the harmonization of free trade areas in the Common Market for Eastern and Southern Africa, the East African Community and SADC (1); workshop on strategy for promoting non-renewable energy in the SADC region (1); workshop on the implications of regional integration for human development in Southern Africa (1);

(iii) Field projects: institutional support to SADC and the Common Market for Eastern and Southern Africa (1); subregional project on the implementation of the e-SADC initiative (1).

Table 17A.32 **Resource requirements: subprogramme 7 (e)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	4 501.5	4 978.6	25	25
Non-post	1 469.2	1 482.7	—	—
Subtotal	**5 970.7**	**6 461.3**	**25**	**25**

Category	Resources (thousands of United States dollars) 2008-2009	2010-2011 (before recosting)	Posts 2008-2009	2010-2011
Extrabudgetary	400.0	500.0	1	—
Total	**6 370.7**	**6 961.3**	**26**	**25**

17A.98 The resource requirements of $4,978,600, reflecting an increase of $477,100 for posts, will provide for 25 posts (13 Professional category and above and 12 Local level and National Officer). The increase of $477,100 is the result of the delayed impact of six new posts (2 P-4, 3 National Officer and 1 Local level) established in the biennium 2008-2009. Non-post requirements of $1,482,700, which reflect a net increase of $13,500, will provide for other staff costs, consultants and experts, travel of staff, contractual services and other operating requirements. The net increase of $13,500 is largely attributable to additional resources for travel of staff due to the increased demand for ECA participation in meetings and activities related to the multi-year programme, offset by reduced requirements for other staff costs for freelance interpretation and translation and consultants and experts, owing to a decrease in the number of expert group meetings.

17A.99 The extrabudgetary resources of $500,000, which are to be provided from bilateral sources, will be used to scale up the operational activities and the capacity-building initiatives of the subprogramme for member States, the regional economic communities and intergovernmental organizations. The activities to be financed will include the workshops and field projects described in paragraph 17A.97 (c) above and the organization of a forum on the role of the private sector in development.

Subprogramme 8
Development planning and administration

Resource requirements (before recosting): $923,700

17A.100 The activities under this subprogramme are under the responsibility of the African Institute for Economic Development and Planning. The key elements of the subprogramme include the organization of degree and certificate programmes aimed at equipping mid-career and senior officials from the public and private sectors of member States with the skills to respond to current and emerging development policy challenges in Africa. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 8 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.33 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance national and regional capacities for the formulation and implementation of development policies and economic management strategies

Expected accomplishments of the Secretariat	Indicators of achievement
Enhancement of the technical and analytical skills of experts in the public and private sectors who perform the essential functions of strategic economic management in member States	Increased number of national experts able to develop policy instruments using methods and tools learned through the courses and advocacy papers of the African Institute for Economic Development and Planning

Performance measures:

2006-2007: 260 experts

Estimate 2008-2009: 300 experts

Target 2010-2011: 325 experts

External factors

17A.101 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States will continue to support fully the Institute's efforts to enhance institutional and human capacity in the areas of economic management and policy formulation; and (b) the Institute will be provided with sufficient resources on a sustained basis.

Outputs

17A.102 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: sessions of the Governing Council of the African Institute for Economic Development and Planning (2);

(ii) Parliamentary documentation: reports to the African Institute for Economic Development and Planning Governing Council (2);

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: training manuals on monographs on selected topics (2);

(ii) Exhibits, guided tours, lectures: annual programme of public lectures on economic policy and management (2);

(iii) Booklets, fact sheets, wallcharts, information kits: African Institute for Economic Development and Planning bulletin on persistent and emerging economic issues (2);

(iv) Audio-visual resources: CD-ROM on the main substantive topics of the subprogramme (1);

(c) Technical cooperation (extrabudgetary):

(i) Training courses, seminars and workshops: international courses on specific topics (4); master's programme: 40 trainees in economic policy and management (2); short-term courses for African civil servants and public/private sector officials in selected areas (12); short-term courses for 250 trainees on selected topics aimed at promoting and strengthening regional integration schemes, achieving the Millennium Development Goals and meeting Africa's special needs (12);

(ii) Fellowships and grants: fellows in the master's programme on economic policy and management (4).

Table 17A.34 **Resource requirements: subprogramme 8**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Non-post	923.7	923.7	—	—
Subtotal	**923.7**	**923.7**	—	—
Extrabudgetary[a]	—	—	—	—
Total	**923.7**	**923.7**	—	—

[a] Extrabudgetary resources under this subprogramme are provided directly to the African Institute for Economic Development and Planning in accordance with its statute, not to ECA.

17A.103 The resource requirements in the amount of $923,700 provide for the continuation of a grant to the African Institute for Economic Development and Planning to finance four Professional posts (1 D-1, 1 P-5, 1 P-4 and 1 P-3) in accordance with section V of General Assembly resolution 45/248 A and section XVII of General Assembly resolution 46/185 C. In accordance with its statute, the Institute is financed by contributions from Governments of African countries, UNDP and other sources.

Subprogramme 9
Statistics

Resource requirements (before recosting): $5,222,600

17A.104 The activities under this subprogramme are under the responsibility of the African Centre for Statistics. The goal of the subprogramme is to increase the statistical capabilities of African countries to collect, compile and use quality, comparable and harmonized statistics to monitor the implementation of the Millennium Development Goals and support regional integration, including the harmonization of methods for censuses, surveys, national accounts, economic classifications and Millennium Development Goal indicators, in compliance with international methodologies such as the 1993 System of National Accounts. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 9 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.35 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen statistical capacities of member States for better economic management in the context of the Reference Regional Strategic Framework for Statistical Capacity-building in Africa and with a view to tracking progress towards the achievement of nationally and internationally agreed development goals, including those contained in the United Nations Millennium Declaration

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Enhanced capacity of member States to produce and use economic, demographic	(a) Increased number of countries that have designed a national strategy for the

and environmental statistics, including gender-disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals	development of statistics in accordance with international statistical standards and practices *Performance measures:* 2006-2007: 3 countries Estimate 2008-2009: 22 countries Target 2010-2011: 35 countries
(b) Harmonized statistics in support of regional integration, macroeconomic convergence programmes, common currency and better economic management in the regional economic communities	(b) Number of national statistical offices and regional economic communities that are using harmonized statistical manuals, in compliance with international methodologies such as the 1993 System of National Accounts *Performance measures:* 2006-2007: 26 statistical offices Estimate 2008-2009: 30 statistical offices Target 2010-2011: 35 statistical offices

External factors

17A.105 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and their national statistical systems will be supportive of the national strategies for the development of statistics and provide resources for statistical operations, including censuses and surveys; (b) regional partners, under the African Statistical Coordination Committee and the Statistical Commission for Africa, namely, AfDB, the African Union Commission, the African Capacity Building Foundation and the regional economic communities, will continue to extend their full collaboration for the implementation of joint activities, including the joint publication and databases, for example, the ECA/AfDB/African Union Commission African Statistical Yearbook, African Statistical Journal and African Statistical Database, and that they are supportive of ECA leadership in the implementation of the Reference Regional Strategic Framework; and (c) international partners including United Nations entities, especially the United Nations Statistics Division, Partnerships in Statistics for Development in the 21st Century (PARIS21), the World Bank, Google.org, Capacity Building International (InWent) of Germany, French Cooperation and the European Union, will continue to support the activities of the African Centre for Statistics, national statistical programmes and those of the regional economic communities.

Outputs

17A.106 During the biennium 2010-2011, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: second session of the Statistical Commission for Africa (4);

(ii) Parliamentary documentation: implementation of the national strategies for the development of statistics in Africa (1); joint ECA/AfDB progress report to the

Statistical Commission for Africa on the implementation of the Reference Regional Strategic Framework for statistical capacity-building (1); status of the 2010 round of population censuses in connection with monitoring the Millennium Development Goals (1);

(iii) Ad hoc expert groups: harmonization of national accounts and compilation of comparable gross domestic product (1); harmonization of price indices for regional integration (1); use of censuses and surveys for deriving Millennium Development Goal indicators (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: joint ECA/AfDB African Statistical Yearbook (2); joint ECA/AfDB compendium of intra-African and related foreign trade statistics (1);

(ii) Non-recurrent publications: handbook on harmonized price indices and harmonized national accounts (1); joint ECA/United Nations Statistics Division handbook on the development of Millennium Development Goal indicators (1);

(iii) Booklets, fact sheets, wallcharts, information kits: joint African Statistical Journal (1); joint ECA/AfDB African Statistical Newsletter (1); joint statistical pocketbook (1); posters, press communiqués, audio and video materials and statistical information kits containing the statistical annex to the Economic Report on Africa (1);

(iv) Special events: African Statistics Day (2); fourth forum on African Statistical Development (1); African Symposium for Statistical Development (2);

(v) Audio-visual resources: DVD for African Statistics Day (1) and other CD (1) and DVD (1) recordings;

(vi) Technical material: joint ECA/AfDB/African Union Commission statistical databases, including Millennium Development Goal indicators, censuses, household surveys and gender statistics (1); joint ECA/United Nations Statistics Division website on statistical profiles of national statistics offices and experts (1); website on the statistical networks of practitioners and online resources (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: joint ECA/International Labour Organization/World Bank workshop on the informal sector, household surveys and labour statistics (1); joint ECA/United Nations Population Fund workshop on population censuses and surveys (1); joint United Nations Environment Programme/ECA workshop on environmental statistics, agricultural statistics and climate change (1); workshop of the Millennium Development Goals Africa Working Group (1); workshop on basic economic statistics and economic classifications in support of the 1993 System of National Accounts (1); workshop on the use of international and intra-African trade statistics for regional integration (1);

(ii) Fellowships and grants: visiting fellowship to support the work of ECA in various areas of statistics, including economic statistics, agricultural statistics and climate change and population censuses and surveys (4);

(iii) Field projects: capacity-building of member States through the Statistical Training Programme for Africa (1); enhancing the capacity of national statistics offices and the regional economic communities in the development of harmonized and comparable data for regional integration (1); strengthening statistical capabilities through the design and implementation of national strategies for the development of statistics (1);

(iv) Advisory services: advisory services in various areas of statistics, including the design of national strategies for the development of statistics and the organization and management of national statistics offices, population censuses and national accounts statistics (9);

Table 17A.26 **Resource requirements: subprogramme 9**

Category	Resources (thousands of United States dollars) 2008-2009	Resources (thousands of United States dollars) 2010-2011 (before recosting)	Posts 2008-2009	Posts 2010-2011
Regular budget				
Post	3 136.7	4 679.9	22	33
Non-post	441.8	542.7	–	–
Subtotal	**3 578.5**	**5 222.6**	**22**	**33**
Extrabudgetary	237.3	500.0		
Total	**3 815.8**	**5 722.6**	**22**	**33**

17A.103 The resource requirements in the amount of $4,679,900 for posts, which reflect an increase of $1,543,200, will provide for the continuation of 22 posts (12 Professional category and above and 11 Local level). The increase of $1,543,200 is the result of the delayed impact of six new posts (2 P-5, 2 P-4 and 2 P-3) established as of 2008 under the terms of General Assembly resolution 63/260, on development-related activities. Non-post resources of $542,700, which reflect an increase of $100,900, will provide for other staff costs, consultants and experts, travel of staff and contractual services. The increase relates largely to additional requirements for consultants and experts in connection with expert group meetings and travel of staff.

17A.104 The extrabudgetary resources of $500,000, which are to be provided from bilateral sources, will contribute to: enhanced capacity of member States to produce and use economic, demographic and environmental statistics, including gender-disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals; and increased harmonized statistics and macroeconomic convergence for better economic management. The activities to be financed from extrabudgetary resources include: handbook on harmonized price indices and harmonized national accounts (2010); joint ECA/UNFPA handbook on the development of Millennium Development Goal indicators from censuses and surveys; joint ECA/United Nations Statistics Division website of the African Statistical Knowledge Networks Newsletter, statistical profiles of national statistics offices, experts and online resources; development and installation of the joint ECA/AfDB databases, including data for the publications, Millennium Development Goal indicators, censuses, household surveys and gender statistics; visiting fellows to support the work of ECA in various areas of statistics, including economic statistics, agricultural statistics and climate change and population censuses and surveys; fourth Forum on African Statistical Development (2010), which will be organized to increase synergies between donors and partners and to review the level of support received by national statistics offices using the Light Reporting Mechanism; development of promotional material for African Statistics Day; organization of two forums on African statistical development; and organization of the group training and field projects described in paragraph 17A.106 (c) above.

Subprogramme 10
Social development

Resource requirements (before recosting): $6,775,600

17A.109 The activities under this subprogramme are under the responsibility of the African Centre for Gender and Social Development. Under this subprogramme, provision have been foreseen for the African Institute for the Prevention of Crime and the Treatment of Offenders. The subprogramme aims to strengthen the capacity of African countries to design, implement and monitor policies and programmes for reducing poverty and addressing social development issues, such as inequality and the marginalization of vulnerable groups of African society. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 10 of programme 14 of the strategic framework for the period 2010-2011.

Table 17A.37 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen national and regional capacity to achieve poverty reduction and inclusive and equitable sustainable social development, in line with the internationally agreed development goals, including the Millennium Development Goals

Expected accomplishments of the Secretariat	Indicators of achievement
Enhanced national and regional capacity to design, implement and monitor social policies and programmes for accelerating progress towards achieving the Millennium Development Goals and for effective delivery of social services	(a) Increased number of member States making use of knowledge and information generated by, tools and learning and sharing networks established by, the subprogramme for the design, implementation and monitoring of progress towards achieving the Millennium Development Goals *Performance measures* 2006-2007: 12 countries Estimate 2008-2009: 20 countries Target 2010-2011: 30 countries (b) Increased number of policymakers and other stakeholders with increased knowledge of policy options for the effective delivery of equitable social services gained from ECA capacity-building programmes *Performance measures*: 2006-2007: 80 policymakers and stakeholders Estimate 2008-2009: 100 policymakers and stakeholders Target 2010-2011: 150 policymakers and stakeholders

Section 9 Economic and social development in Africa

External factors

9.79A (10) The subprogramme will achieve its objective and expected accomplishments on the assumption that: (a) member States will be committed to the implementation of regional and international policy frameworks for social development, especially African Union protocols and conventions and the NEPAD agenda; (b) partners will be supportive of ECA efforts and willing to seek up-front collaboration to support ECA, member States and the regional economic communities; and (c) measures will be undertaken by member States to provide the subprogramme with data and reports in a timely manner.

Outputs

9.79A (11) *During the biennium 2010-2011, the following outputs will be delivered:*

(a) *Servicing of intergovernmental and expert bodies (regular budget):*

(i) Substantive servicing of meetings: second session of the Committee on Human and Social Development (4);

(ii) Parliamentary documentation: report to the Committee on Human and Social Development on human and social development in Africa (1);

(iii) Ad hoc expert groups: harnessing knowledge to achieve the Millennium Development Goals in Africa (1); strengthening capacities to promote social protection policies in African countries (1);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: annual report on the Millennium Development Goals and poverty reduction strategies in Africa (2); Social Development Bulletin (1);

(ii) Non-recurrent publications: African youth report (1); harnessing knowledge to achieve the Millennium Development Goals in Africa (1); follow-up to *Securing our Future: Report of the Commission on HIV, AIDS and Governance in Africa* (1); local-level participation and achieving the Millennium Development Goals (1); report on international migration (2);

(iii) Technical material: Millennium Development Goals mapper (1); training manual on poverty reduction strategies consistent with the Millennium Development Goals (1);

(c) *Technical cooperation (regular budget/extrabudgetary):*

(i) Fellowships and grants: visiting scholars, fellows and interns to support the work of ECA in various areas, including poverty reduction, social development, HIV and AIDS, and population (8);

(ii) Field projects: building capacities to develop social protection systems for vulnerable groups (1); building capacity in health economics and health policy for better health outcomes in Africa (1); enhancing knowledge-sharing on poverty reduction strategies and the Millennium Development Goals through the African Learning Group on the Poverty Reduction Strategies and Millennium Development Goals (1);

(iii) Advisory services: advisory services on poverty reduction strategies consistent with the Millennium Development Goals, mainstreaming social development and social integration issues in national development strategies (6);

(iv) Training courses, seminars and workshops: training workshop for professionals on developing and operationalizing an accountability index for monitoring commitments made in regard to HIV/AIDS in Africa (1).

Table 17A.36 Resource requirements: subprogramme 10

Category	Resources (thousands of United States dollars) 2008-2009	Resources (thousands of United States dollars) 2010-2011 (before recosting)	Posts 2008-2009	Posts 2010-2011
Regular budget				
Post	3 104.8	3 104.8	12	12
Non-post	669.1	669.1	—	—
Subtotal	**3 773.9**	**3 773.9**	**12**	**12**
Extrabudgetary	3 431.2	1 397.0	3	—
Total	**7 205.1**	**5 170.9**	**15**	**12**

17A.112 The resource requirements in the amount of $3,104,800 provide for 12 posts (9 Professional category and above and 3 Local level). Non-post resources of $669,100 will provide for other staff costs, consultants and experts, travel of staff, contractual services and grants and contributions to the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders.

17A.113 The extrabudgetary resources of $1,397,000, which are to be provided from bilateral sources, will cover operational activities designed to enhance national and regional capacity to design, implement and monitor social policies and programmes for accelerating progress towards achieving the Millennium Development Goals and for the effective delivery of social services. The activities of the subprogramme will include research work and studies, field trips, training seminars and workshops, technical services, production of flagship publications and, in some instances, short-term expert services.

D. Programme support

Resource requirements (before recosting): $45,362,200

17A.114 Programme support services encompass the functions and structures relating to: management and development of human resources; publications and conference management of the United Nations Conference Centre in Addis Ababa; documentation, archive and record management; finance, library and management of central support services, including general services, information technology services, facilities management and the United Nations Health-Care Centre under the Division of Administration.

17A.115 The Division of Administration will continue to provide the above-mentioned services to the ECA secretariat, its five subregional offices and the African Institute for Economic Development and Planning and will coordinate with United Nations agencies based in Ethiopia in regard to United Nations common services. In particular, ECA will strengthen its activities to promote the use of the United Nations Conference Centre in Addis Ababa by boosting its marketing activities, and by continuous development and revision of the rates charged. Other activities will include: provision of conference services, interpretation and verbatim reporting services; translation and editorial services; text processing, desktop publishing, proofreading and referencing services; documentation, reproduction, publication, archiving and distribution services; commercial and

procurement services, travel management services; shipping and transportation services; protocol and visa services; stores, property and inventory management services; facilities management, including maintenance and new construction projects; library and information and communications technology services.

17A.116 In addition, during the 2010-2011 biennium, the Division of Administration will continue to play a pivotal role in supporting the ECA secretariat, subregional offices and the African Institute for Economic Development and Planning, as well as the co-located United Nations agencies, within the framework of the new United Nations reform structure and initiatives, thereby enhancing the effectiveness of the programme of work, staff productivity and administrative decision-making. The domains of knowledge management and telecommunications have become critical for supporting the growing need for robust, reliable and secure data communications with United Nations Headquarters, the five offices in the subregions and the African Institute for Economic Development and Planning, both in the region and globally. The Division will continue to work closely with the Office of Central Support Services in the coordination, oversight and management of the construction of additional office facilities at ECA, expected to be completed in 2011, including the follow-up of standardized access control projects.

Outputs

17A.117 During the biennium 2010-2011, the following outputs will be delivered:

(a) Administrative support services: provision of authoritative interpretation of financial policy and procedures, financial reporting, accounting policies and systems; modernization and integration of financial systems; improvement of financial reporting; and strengthening of accountability within the Commission. The activities to be undertaken will include: provision of overall financial management, guidance and advice on the proper utilization of resources, in compliance with the financial and staff rules and regulations; preparation of monthly, yearly and biennial financial statements; preparation of bank reconciliation and approval of payments; recording of accounting transactions and provision of guidance and advice to the subregional offices; processing, review and approval of all payments, including salaries and staff benefits; and provision of information technology support for financial control and reporting;

(b) Human resources management: recruitment and placement; staff administration in relation to conditions of service of ECA staff, including the staff of the five ECA subregional offices; staff services, including reviewing and processing a range of entitlements and benefits; career development activities designed to strengthen the skills and competency of the staff; United Nations Health-Care Centre; and staff/management relations. The activities to be undertaken will include: staff selection decisions; administration of staff entitlements; maintenance of human resources databases, establishment of a skills and competency inventory, and introduction of automated services to improve service delivery, reduce transaction costs and enhance client orientation; advice and guidance to staff members and management on proper application of the established performance management system; guidance to staff and management on performance appraisal rebuttals, grievances, and disciplinary and other administrative reviews; provision of training to upgrade staff skills to meet new demands and enhance cross-occupational mobility in order to attain the vision of the Secretary-General to develop a versatile, multi-skilled, mobile and experienced workforce; and conduct of programmes to support an organizational culture that ensures high standards of conduct and working relationships;

(c) Conference services: in the repositioned ECA, priority has been given to improving conference facilities, with conference and language servicing, publications, documentation

and reproduction grouped under one umbrella, the Publications and Conference Management Section. The Section will provide meetings, interpretation and verbatim reporting services; translation and editorial services; and documentation and publication services, including text processing. The major areas of focus of the Section in the biennium 2010-2011 will be to: (i) develop commercial management strategies to promote the use of the United Nations Conference Centre in Addis Ababa by boosting marketing strategies and activities; (ii) continue to benefit from the best practices developed by documentation and language services (e-Meets, Documents, Conference and Production Management System, etc.) already in place; (iii) develop realistic charge rates, draw up the utilization policy for the United Nations Conference Centre in Addis Ababa and ensure full recovery of costs of non-calendar meetings and services; (iv) continue to improve the quality of ECA publications and other documents, including the quality and timeliness of translation and editing, by establishing realistic lead times; and (v) strengthen coordination with the African Union Commission and AfDB in identifying future areas of collaboration in the areas of conference services;

(d) Library services: provision of enhanced information and knowledge management support to the ECA programme by leveraging its information resources, services, systems and networks and by promoting the use of emerging techniques and strategies in information and knowledge services through the development of digital and virtual library platforms and networks. Library services expects to accomplish in the biennium 2010-2011: (i) enhanced technical information support for all ECA programmes and activities, through the expansion of access to relevant and quality online electronic and print-based information services; (ii) fully functional document, record and archive management operations, including a full-text digital institutional repository of all ECA publications, documents and other outputs; (iii) increased exchange of information and networking within the region on ECA mandated areas, through policy advocacy and knowledge-networking activities; (iv) enhanced support and training in relation to United Nations documentation for United Nations depository libraries in Africa; (v) effective policy analysis, advocacy and capacity-building in relation to information and knowledge management; and (vi) enhanced awareness of and accessibility to library resources by staff through the effective dissemination of information, using the Intranet and Internet, bibliographies and other current awareness services, including African Development Topics, ECA Library alerts and the contents of the Journal;

(e) Technical cooperation management: activities include management of technical cooperation projects and funds and mobilization of extrabudgetary resources; provision of guidance and support to the substantive divisions in developing higher quality demand-driven technical cooperation projects which are clearly linked to the Commission's normative and analytical work and clearly feed into the achievement of the Commission's expected accomplishments; project appraisal; monitoring and evaluation of technical cooperation projects; management of projects funded from the United Nations Development Account; and provision of guidance and support to the substantive divisions in extrabudgetary project and budget-related matters. Other activities include support for the mobilization of technical assistance and financial resources for technical cooperation projects; development and implementation of a fund-raising strategy to broaden the funding base for technical cooperation; review and finalization of project documents and preparation of specific grant agreements in line with donor specifications; organization of consultations with donors and partners and analysis of donor trends for funding; servicing of the regular meetings of the ECA Partners Forum on technical cooperation issues, including pledging of contributions; and dissemination of information on the Commission's technical cooperation work;

(f) Information technology services: provision of the overall computing, telecommunications and office automation support for the information and communications technology infrastructure;

provision of software and hardware support and services which will fully satisfy the evolving requirements of ECA, its five subregional offices and the African Institute for Economic Development and Planning; and provision of information and communications technology services to co-located United Nations organizations and of support for their information and communications technology operational requirements, in accordance with the United Nations common services agreement. During the 2010-2011 biennium, the Information Technology Services Section will focus on tangible returns in four core areas of ECA activity: (i) continuing support for strengthening the information and communications technology capacity of its subregional offices; (ii) increasing the quality and quantity of services to enhance the programme of work of substantive divisions and the subregional offices; (iii) enhancing administrative and programme support management; and (iv) facilitating the sharing, dissemination and utilization of data, applications and institutional knowledge capital;

(g) Integrated Management Information System (IMIS): IMIS has reached a maturity level and its planned migration to an enterprise resource planning system involves building dedicated hardware and software platforms able to accommodate data cleaning, consistency checks and data preparation for the migration. IMIS remains essential, until its planned phase-out. There are a number of ongoing tasks to be carried out in the 2010-2011 biennium, such as the maintenance, operation and support of IMIS infrastructure at ECA headquarters and the subregional offices, as well as analysis, design, development, delivery, maintenance and support of the ECA workflow and document management systems. New technologies and initiatives, inter alia, will also be part of the mix, so that advantage may be taken of such new technologies as virtualization, faster servers, better load balancing and more secure applications, including operating system, database and communication applications;

(h) Central support services: coordinate the preparation of the ECA procurement plan and manage the implementation of the procurement process in a transparent and cost-effective manner; travel, logistics and transportation services, including the management of all ECA travel activities as they relate to official travel of staff, dependants, participants and all others with official travel status; facilities management (including maintenance) through the provision of operation and maintenance services; archive and record management through the effective preservation of institutional memory and the facilitation of seamless access to information needed for decision-making, knowledge management, evidence, programme analysis and activity reporting; inventory and stores services management; and administration and monitoring of commercial activities in the ECA compound, including travel agency, catering services, fuelling station, wastepaper disposal, car wash and disposal of United Nations property

Table 17A.39 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	24 849.7	24 894.0	233	233
Non-post	21 288.9	20 468.2	—	—
Subtotal	**46 138.6**	**45 362.2**	**233**	**233**

	Resources (thousands of United States dollars)		Posts	
Category	2008-2009	2010-2011 (before recosting)	2008-2009	2010-2011
Extrabudgetary	4 967.0	5 844.7	49	49
Total	**51 105.6**	**51 206.9**	**282**	**282**

17A.118 The resource requirements of $24,894,000 for posts, reflecting an increase of $44,300, will provide for 233 posts (53 Professional category and above and 180 Local level and National Officer). The increase is due to the delayed impact of 1 National Officer post, approved as of 1 January 2009. The amount of $20,468,200 for non-post requirements, which reflects a net decrease of $820,700, will provide for other staff costs, travel of staff, contractual services, other operating requirements, supplies and materials, furniture and equipment and grants and contributions. The net decrease of $820,700 is due primarily to recent expenditure experience relating to decreases for operating requirements, partly offset by increases under other staff costs and grants and contributions.

17A.119 The extrabudgetary resources of $5,844,700 for programme support, earned from United Nations organizations and from extrabudgetary activities carried out by ECA, will provide for 1 P-4, 2 P-3, 1 P-2 and 45 Local level posts as well as non-post resources. The Division of Administration will continue to provide support services for substantive programmes and projects in various areas of their work programmes during the biennium 2010-2011.

Table 17A.40 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

Brief description of the recommendation	Action taken to implement the recommendation
Advisory Committee on Administrative and Budgetary Questions (A/62/7 and Corr.1)	
The Committee recommends that ECA closely monitor and follow up on the progress of the repositioning exercise as a whole in order to draw on the lessons learned and adapt the implementation plan accordingly. Any action taken should be reflected in the budget proposals for 2010-2011 (para. V.21).	Early in 2006, the Commission reviewed its strategic direction, organizational structure, management and administrative processes with the view of repositioning itself so as to better respond to Africa's emerging challenges. Recently, the Commission has undergone internal and external evaluations to assess the progress made in the repositioning process as a means of deploying lessons learned and the recommendations emanating from them in order to improve its performance. The main lessons learned so far from the repositioning exercise include: (a) At the programme level: (i) Scaling up and strengthening partnerships with other continental organizations (African Union and AfDB); (ii) Measuring results/impacts more

Brief description of the recommendation	*Action taken to implement the recommendation*
	effectively by means of meetings to review programme management and performance and reporting in the context of the Integrated Monitoring and Documentation Information System (IMDIS); (iii) Improving intradivisional collaboration at ECA; (iv) Strengthening relationships with the regional economic communities and member States through the implementation of multi-year programmes; (v) Enhancing the understanding of member States of global and regional development challenges, thereby assisting the adoption of common positions; (vi) Growing relevance of ECA in the field of statistics; (b) At the resource level: (i) Improving resource management; (ii) Raising additional extrabudgetary resources; (c) At the financial and administrative level: improving financial and human resource allocation so as to match better the resources available with the results expected of the Commission. The repositioning exercise, which is currently being intensified and comprises reforms in the organizational processes and culture of ECA, is the result of the various monitoring and evaluation activities of the Commission and the subsequent endorsement of their outcomes by its governing bodies and the African Union. Based on the lessons mentioned above, the concrete actions to be undertaken and reflected in the budget proposals for 2010-2011 include: (a) Strengthening the regional consultation mechanism of United Nations agencies and organizations working in Africa in support of the African Union and NEPAD;

Brief description of the recommendation	*Action taken to implement the recommendation*
	(b) Working on tailored-monitoring and evaluation guidelines to support the results-based management strategy of ECA;
	(c) Fast-tracking the implementation of multi-year programmes;
	(d) Strengthening the business processes and culture at ECA, including operationalization of business tools, such as the ECA automated project management operating system, the mission reporting system and online monitoring and evaluation training modules;
	(e) Setting up more proactive approaches and alternative strategies, as well as more focused partnerships, to help mobilize additional resources to complement core funding from the regular budget;
	(f) Strengthening the ECA African Centre for Statistics, both in terms of staffing and operational resources.
Report of the Board of Auditors (A/63/5, vol. I, chap. II)	
The Board recommends that the Administration develop strategies to reduce the vacancy rates of its conference centres (para. 231).	Reports on achievements in regard to the United Nations Conference Centre in Addis Ababa were submitted to the General Assembly at its sixty-second session, through the Committee on Conferences. Utilization statistics show that the vacancy rate at the Conference Centre was reduced from 58 per cent in 2005 to 40 per cent in 2006, to about 30 per cent in 2007 and to about 24 per cent in 2008. Strategies implemented during the period 2006-2008 to increase the utilization rate and reduce the vacancy rate at the United Nations Conference Centre in Addis Ababa comprised aggressive marketing efforts, including the following: (a) Active participation in international conventions and exhibitions (IMEX, International Congress and Convention Association) to attract meeting organizers of global standard;

Brief description of the recommendation	*Action taken to implement the recommendation*
	(b) Establishing linkages with similar centres in Nairobi, Bangkok and Arusha to share best practices and discuss possible partnership options;
	(c) Advertising in specialized magazines (i.e., Ethiopian Airlines inflight magazine) and development of promotional tools, such as brochures and pamphlets for distribution;
	(d) updating the Centre's website to make it more attractive.
	These marketing efforts will be maintained.
The Board recommends that the Administration make the conditions for using the conference centres more flexible, monitor their occupation and develop their commercial management in accordance with the rules set by the Organization (para. 236).	Measures taken at ECA regarding more flexibility in the usage of facilities at the United Nations Conference Centre in Addis Ababa were reported to the General Assembly which, by its resolution 61/236, welcomed such positive developments. Clients of the Conference Centre now include international and local associations; this contributes to increasing the utilization rate of the Centre while complying with headquarters minimum operating security standards.
	The United Nations Conference Centre in Addis Ababa, however, finds itself in an increasingly competitive and challenging market in view of the ongoing construction in Addis Ababa of a major conference centre at the African Union Commission, and the conference facilities built as part of a number of four- and five-star hotels being completed in the city. In addition, the large and well-equipped conference venues for intra-African meetings that exist in the same geographical area in tourist-friendly cities like Nairobi and Arusha are real sources of competition.
	Consequently, an optimum target of an 80 per cent utilization rate for the United Nations Conference Centre in Addis Ababa, if achieved, cannot reasonably be sustained.
The Board recommends that ECA request the assistance of the Procurement Division in implementing a code of ethics and the signing of declarations of independence of all staff involved in procurement (annex I, recommendation 26).	ECA will initiate action in the first quarter of 2009.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Administration agreed with the Board's recommendation that ECA, in consultation with the other regional commissions, United Nations Headquarters and the United Nations Development Group, develop policies and guidelines to foster regional inter-agency coordination among the United Nations agencies. The Board also recommends that ECA participate in all United Nations country team meetings, which serve as a platform for sharing information and hence would minimize the risk of duplication of effort (annex I, recommendation 64).	Inter-agency coordination among United Nations agencies and organizations is carried out in the context of the Regional Coordination Mechanism. The Mechanism is meant to enhance the efficiency and coherence of the United Nations system in supporting the African Union and its NEPAD programme. The Regional Coordination Mechanism comprises nine thematic clusters used to operationalize its activities. All United Nations agencies and organizations, including UNDP, actively participate in the Regional Coordination Mechanism process. The Regional Coordination Mechanism meets every year to take stock of its achievements and challenges and those of its cluster system so as to critically analyse its successes and shortcomings. It also addresses structural, systemic, operational and governance issues, as well as those related to resource mobilization, capacity-building, monitoring and evaluation, and communication, outreach and advocacy. The most recent (ninth) meeting of the Regional Coordination Mechanism, was held on 21 and 22 October 2008. The Deputy Secretary-General of the United Nations chaired the meeting, which was attended by all United Nations agencies and organizations, including UNDP and ESCWA. The independent assessment of the Regional Coordination Mechanism reaffirmed its relevance in responding to the needs of the African regional and subregional organizations and enhancing the coordination of United Nations support to these organizations. **Cooperation and coordination among United Nations agencies**. The Regional Coordination Mechanism moved from consultation to coordination at its most recent meeting in October 2008. The Regional Coordination Mechanism secretariat in the NEPAD and Regional Integration Division at ECA has been repositioned to assume its role as a strategic coordinator for enhanced and strengthened support to the African Union and its NEPAD programme. Concrete accomplishments are:

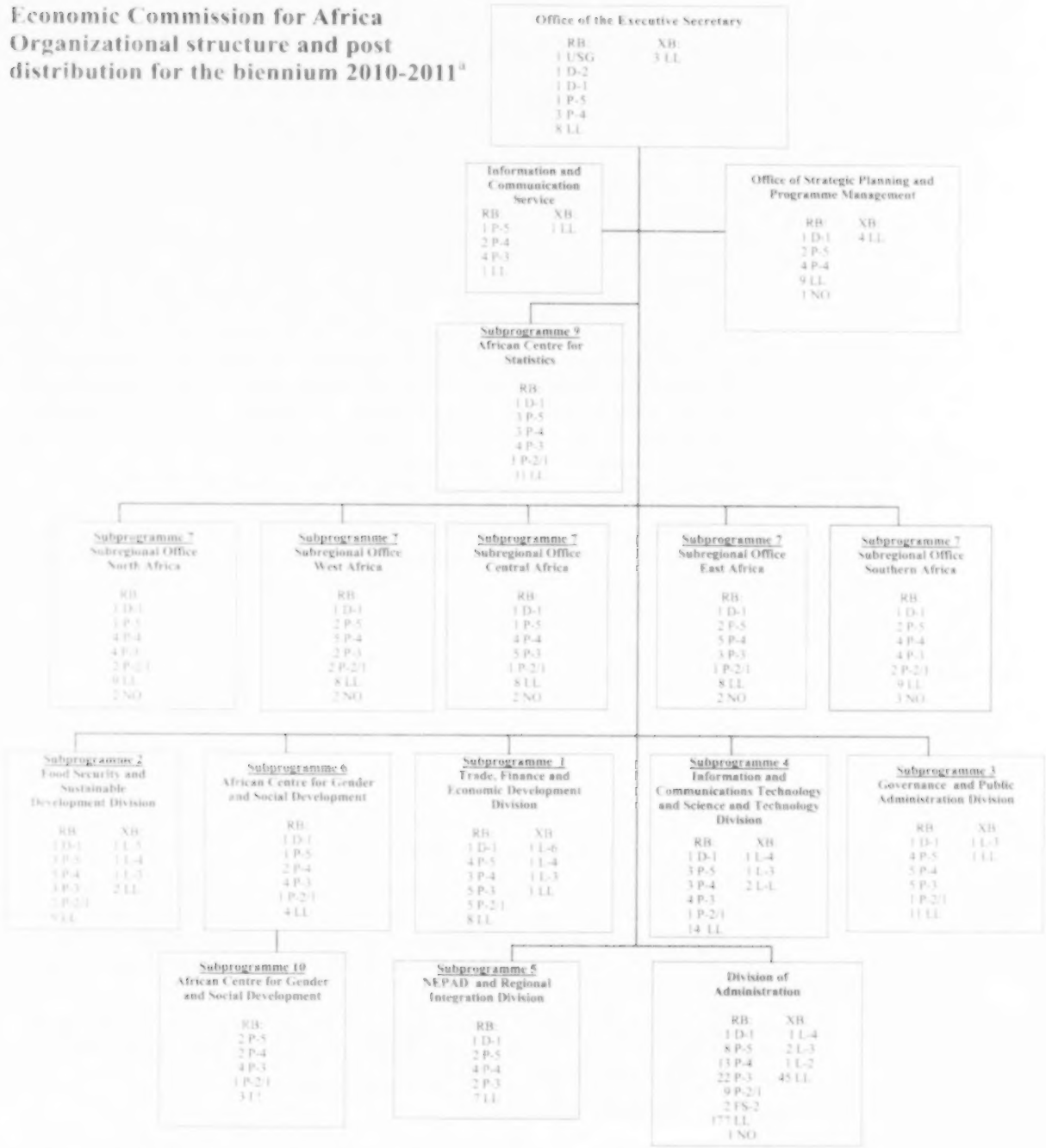
Brief description of the recommendation	*Action taken to implement the recommendation*
	(a) Enhanced United Nations leadership and involvement in the Regional Coordination Mechanism process. The Deputy Secretary-General of the United Nations has chaired the meetings of the Regional Coordination Mechanism since 2007; attendance by United Nations agencies and organizations is increasingly at the higher level; and the regional commissions have started to attend the meetings of the Regional Coordination Mechanism (ESCWA in 2008); (b) Improved coordination of the clusters, increased interaction within and among clusters and sharpened focus of cluster activities for greater relevance and effectiveness. Most clusters have developed a business plan that enables United Nations agencies and organizations to work together, the exchange and sharing of information has increased among clusters and the Regional Coordination Mechanism has instituted a working day prior to its meetings only for the clusters to enable them to discuss issues of common interest. **Cooperation and coordination between United Nations agencies and African organizations**. Concrete accomplishments are: (a) Increased participation of the African Union Commission, the NEPAD secretariat, the regional economic communities and AfDB in the Regional Coordination Mechanism. The African Union Commission and the NEPAD secretariat are attending at the highest level. The African Union Commission is represented by the Chairperson and the Commissioners; the level of participation of AfDB and the regional economic communities is also remarkable; (b) Increased involvement of the African Union Commission and the NEPAD secretariat in cluster meetings and activities. AfDB and the regional economic communities also participate regularly in the Regional Coordination Mechanism or cluster meetings. As a result, there is enhanced communication between ECA and some cluster conveners on the one hand, and the NEPAD secretariat, the African Union

Brief description of the recommendation	*Action taken to implement the recommendation*
	Commission, AfDB and the regional economic communities, on the other;
	(c) Advocacy and support for NEPAD at the national, regional and global levels have increased.
	ECA and its subregional offices are increasingly exploring ways of replicating the Regional Coordination Mechanism at the subregional level.
	ECA actively takes part, through its Office of Strategic Planning and Programme Management and relevant substantive divisions, in the work of the United Nations country team in Addis Ababa. As it would be impossible for ECA to participate in all United Nations country team meetings given the large number of such teams in Africa, it takes advantage of its organizational structure, which includes five subregional offices working in their respective subregions as its operational arms in the field, to take part actively in the work of the country teams. This is particularly true in the host countries of the subregional offices, especially in the context of the common country assessment and United Nations Development Assistance Framework formulation process. This has resulted in enhanced collaboration and coordination between ECA working at the regional and subregional levels and other United Nations agencies working at the country level, especially in the context of the ongoing United Nations reform and in furtherance of the objective of delivering as one. Indeed, the United Nations country teams have provided the platform for the subregional offices to engage at the country level so as to ensure that integration issues feature in the various processes of the United Nations Development Assistance Framework and to further the attainment of the Millennium Development Goals from a subregional perspective. Building on the success and achievements of the Regional Coordination Mechanism, ECA is also considering the possibility of establishing a subregional coordination framework that would be similar to the common country assessment and the United Nations

Brief description of the recommendation	*Action taken to implement the recommendation*
	Development Assistance Framework country-level process. Work is also under way with regard to regional director teams, offering further opportunities for greater United Nations coordination and collaboration so as to minimize the risk of duplication at the regional and subregional levels.
The Board recommends that ECA follow up with the concerned agencies and organizations the outstanding rentals for 2004. The Board also recommends that ECA include in the memorandums of understanding a clause that specifies the payment terms as well as a penalty clause in respect of late rental payments (annex I, recommendation 115).	ECA has developed new paragraphs, including a penalty clause in respect of late rental payments, in the memorandum of understanding. Hence, signed memorandums with all United Nations agencies have been modified, except for three — UNDP, the Office of the United Nations High Commissioner for Human Rights and the United Nations Educational, Scientific and Cultural Organization — which have challenged the appropriateness of such clauses. After consultation with the Office of Legal Affairs, the clause on penalty charges has been dropped. Instead, a new, revised memorandum of understanding, prepared by the Office of Legal Affairs, is to be utilized.
The Board recommends that ECA, on an annual basis, attach an addendum signed by both parties to each memorandum of understanding, containing an indication of the specific area size, a description of space rented and the approved rental rate to be charged for the specific period (annex I, recommendation 116).	It has been agreed that, instead of a signed addendum, a receipt, signed by the head of the concerned agency, will be used. The receipt contains all of the information required, such as the specific area size, a description of the space and rates. The receipt used during the first quarter of 2007 has considerably reduced the clearance time, which now takes less than a week.
The Administration agreed with the Board's recommendation that it exert more effort in assessing and monitoring strict adherence to the administrative instructions on hiring, remunerating and evaluating the performance of consultants and individual contractors (annex I, recommendation 129).	The Human Resources Services Section has redesigned the workflow to take into consideration the repositioning of ECA, as well as the requests of clients for a more responsive process in terms of feedback. The new workflow shows the strategic role of the Office of Strategic Planning and Programme Management in the review and endorsement of the relevance of requests from a programmatic point of view.
	The Human Resources Services Section has gone further in the streamlining of recruitment, remuneration and monitoring of consultants, automating the process so as to fast-track it and remove bottlenecks through the establishment of a pre-screened and

Brief description of the recommendation	*Action taken to implement the recommendation*
	pre-approved roster of consultants. A database has been built, with the collaboration of the Information Technology Services Section. The database is in the final stage of development and is expected to be implemented early in 2009. The Human Resources Services Section has designed extensive training for all clients on the engagement of consultants and individual contractors. Training was delivered in the course of 2008 to all ECA divisions and subregional offices. Actions have resulted in a reduction of the turnaround time for checking case completeness.

Economic Commission for Africa Organizational structure and post distribution for the biennium 2010-2011[a]


Office of the Executive Secretary
RB: 1 USG, 1 D-2, 1 D-1, 1 P-5, 3 P-4, 8 LL
XB: 3 LL
Information and Communication Service
RB: 1 P-5, 2 P-4, 4 P-3, 1 LL
XB: 1 LL
Office of Strategic Planning and Programme Management
RB: 1 D-1, 2 P-5, 4 P-4, 9 LL, 1 NO
XB: 4 LL
Subprogramme 9 African Centre for Statistics
RB: 1 D-1, 3 P-5, 3 P-4, 4 P-3, 1 P-2/1, 11 LL
Subprogramme 7 Subregional Office North Africa
RB: 1 D-1, 1 P-5, 4 P-4, 4 P-3, 2 P-2/1, 9 LL, 2 NO
Subprogramme 7 Subregional Office West Africa
RB: 1 D-1, 2 P-5, 5 P-4, 2 P-3, 2 P-2/1, 8 LL, 2 NO
Subprogramme 7 Subregional Office Central Africa
RB: 1 D-1, 1 P-5, 4 P-4, 5 P-3, 1 P-2/1, 8 LL, 2 NO
Subprogramme 7 Subregional Office East Africa
RB: 1 D-1, 2 P-5, 5 P-4, 3 P-3, 1 P-2/1, 8 LL, 2 NO
Subprogramme 7 Subregional Office Southern Africa
RB: 1 D-1, 2 P-5, 4 P-4, 4 P-3, 2 P-2/1, 9 LL, 3 NO
Subprogramme 2 Food Security and Sustainable Development Division
RB: 1 D-1, 3 P-5, 5 P-4, 3 P-3, 2 P-2/1, 9 LL
XB: 1 L-5, 1 L-4, 1 L-3, 2 LL
Subprogramme 6 African Centre for Gender and Social Development
RB: 1 D-1, 1 P-5, 2 P-4, 4 P-3, 1 P-2/1, 4 LL
Subprogramme 1 Trade, Finance and Economic Development Division
RB: 1 D-1, 4 P-5, 3 P-4, 5 P-3, 5 P-2/1, 8 LL
XB: 1 L-6, 1 L-4, 1 L-3, 1 LL
Subprogramme 4 Information and Communications Technology and Science and Technology Division
RB: 1 D-1, 3 P-5, 3 P-4, 4 P-3, 1 P-2/1, 14 LL
XB: 1 L-4, 1 L-3, 2 L-L
Subprogramme 3 Governance and Public Administration Division
RB: 1 D-1, 4 P-5, 5 P-4, 5 P-3, 1 P-2/1, 11 LL
XB: 1 L-3, 1 LL
Subprogramme 10 African Centre for Gender and Social Development
RB: 2 P-5, 2 P-4, 4 P-3, 1 P-2/1, 3 LL
Subprogramme 5 NEPAD and Regional Integration Division
RB: 1 D-1, 2 P-5, 4 P-4, 2 P-3, 7 LL
Division of Administration
RB: 1 D-1, 8 P-5, 13 P-4, 22 P-3, 9 P-2/1, 2 FS-2, 177 LL, 1 NO
XB: 1 L-4, 2 L-3, 1 L-2, 45 LL

Abbreviations: RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General; L, project personnel; LL, Local level; FS, Field Service; NO, National Officer.

[a] Subprogramme 8 is not depicted as it is implemented by the African Institute for Economic Development and Planning.

Section 17B
Regional Commissions New York Office

Resource requirements (before recosting): $1,926,200

17B.1 The Regional Commissions New York Office serves as the focal point for all aspects of the substantive and operational activities of the five regional commissions with departments, offices, funds and programmes at United Nations Headquarters. On behalf of the regional commissions, it also maintains regular contact with permanent missions of Member States, relevant intergovernmental and non-governmental organizations, liaison offices of organizations of the United Nations system and the public in New York. The Office provides substantive and representational activities to the General Assembly and the Economic and Social Council under agenda items relevant to the work of the regional commissions. Through its participation in these global intergovernmental meetings, the Office ensures that the mandates and activities of the regional commissions, which address a wide range of economic and social issues, are taken into account in the deliberations and recommendations of the General Assembly and the Economic and Social Council and their subsidiary bodies. It participates in inter-agency and intersecretariat meetings, such as the United Nations System Chief Executives Board for Coordination and the United Nations Development Group and their subsidiary bodies, as well as the Executive Committee on Economic and Social Affairs, to ensure proper, consistent, efficient and cost-effective representation of all regional commissions and relevant United Nations organizations, including the funds and programmes and the specialized agencies. It provides the commissions with an analysis and synthesis of developments as they occur during intergovernmental and inter-agency meetings held at Headquarters, as well as policy recommendations relating to these developments. The Office assists in identifying global trends, challenges and opportunities that have a bearing on the work and positioning of the regional commissions and provides strategic advice in this regard. It acts as the global coordinating secretariat for the cooperative and interregional activities among the regional commissions, services the meetings of the executive secretaries and provides support for the functions of the current Coordinator of the regional commissions.

Outputs

17B.2 During the biennium 2010-2011 the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: provision of substantive and representational activities to the General Assembly and the Economic and Social Council under agenda items relevant to the work of the regional commissions; representation of the five regional commissions at Headquarters at intergovernmental meetings; secretariat of the meetings of the executive secretaries;

(ii) Parliamentary documentation: annual report of the Secretary-General on regional cooperation in the economic, social and related fields, submitted to the Economic and Social Council at its substantive session;

(b) Other substantive activities (regular budget):

(i) Exhibits, guided tours, lectures: briefings or acting as a channel of information among the regional commissions, Headquarters, funds and programmes, permanent missions of Member States in New York, liaison offices of specialized agencies at Headquarters and the general public on the work of the regional commissions;

(ii) Technical material: provision of analysis and synthesis of relevant developments occurring in intergovernmental and inter-agency meetings held at Headquarters or attended by the Office on behalf of the commissions, as well as policy recommendations relating thereto; provision of advice on global trends, challenges and opportunities that have a bearing on the work and positioning of the regional commissions;

(iii) Booklets, fact sheets, wallcharts, information kits; publication, in print and on the United Nations website, of a biennial newsletter which is circulated to delegations, relevant entities within the United Nations and funds, programmes and agencies of the United Nations system, other relevant institutions and the general public;

(iv) Participation in meetings of the United Nations System Chief Executives Board for Coordination and other inter-agency meetings and activities, and contribution to joint activities; representation of the five regional commissions at inter-agency and intersecretariat meetings held at Headquarters; acting as the coordinating secretariat for interregional cooperation, which includes supporting the role of the current Coordinator of the regional commissions, providing global advice at annual meetings of the chiefs of programme planning of the commissions, acting as a clearing house for the project proposals of the commissions financed from the United Nations Development Account and representing the commissions at meetings of the Steering Committee of the United Nations Development Account.

Table 17B.1 **Resource requirements: Regional Commissions New York Office**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	1 696.3	1 812.4	6	6
Non-post	115.0	113.8	–	–
Subtotal	**1 811.3**	**1 926.2**	**6**	**6**
Extrabudgetary				
Total	**1 811.3**	**1 926.2**	**6**	**6**

17B.3 The amount of $1,812,400, reflecting an increase of $116,100, provides for six posts (4 Professional category and above and 2 General Service) in the Regional Commissions New York Office. The increase results from the delayed impact of a new P-3 post established as of 1 January 2009. The amount of $113,800 for related non-post requirements, reflecting a net decrease of $1,200, will provide for other staff costs, travel of staff, contractual services and other operating requirements. The net decrease is due to a decrease under general operating expenses, offset in part by an increase under contractual services.

Annex

Outputs produced in 2008-2009 not to be carried out in the biennium 2010-2011

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Executive direction and management			
17A.43 (b) (i)	Big Table	2	Replaced by a successor arrangement, the enhanced Coalition for Dialogue on Africa
Subtotal, Executive direction and management		**2**	
Subprogramme 1, Trade, finance and economic development			
17A.49 (a) (ii)	Enhancing Africa's participation in the World Trade Organization negotiation process (2009)	1	Non-recurrent
17A.49 (a) (ii)	Reaping the benefits of the economic partnership agreements (2008)	1	Non-recurrent
17A.49 (a) (ii)	Financing development and fiscal policy in African countries (2009)	1	Non-recurrent
17A.49 (a) (ii)	Macroeconomic policy, productive capacity and growth in Africa (2008)	1	Non-recurrent
17A.49 (b) (ii)	Recent developments within the World Trade Organization and their potential impact on African countries (2009)	1	Non-recurrent
17A.49 (b) (ii)	Economic partnership agreements: challenges and opportunities (2008)	1	Non-recurrent
17A.49 (b) (ii)	Financing development and fiscal policy in African countries (2009)	1	Non-recurrent
17A.49 (b) (ii)	Macroeconomic policy, productive capacity and growth in Africa (2008)	1	Non-recurrent
17A.49 (b) (ii)	Millennium Development Goals-sensitive economic model for selected African countries (2008)	1	Non-recurrent
17A.49 (b) (ii)	Issues affecting the African least developed countries	1	Non-recurrent
17A.49 (b) (iii)	Input papers to World Economic Situation and Prospects (1 in 2008 and 1 in 2009)	2	Non-recurrent

A/63/6 (paragraph)	Output	Quantity	Reason for discontinuation
17A.89 (b) (iv)	Forecasts of major African countries for project LINK (1 in 2008 and 1 in 2009)	2	Subject to extrabudgetary funding
17A.89 (b) (v)	Functional support to the joint African Union-ECA-United Nations Industrial Development Organization Conference of African Ministers of Industry (2008)	1	Non-recurrent
17A.89 (c) (i)	Symposiums for 50 professionals each on joint AfDB/ECA Annual Conference of African Economists (1 in 2008 and 1 in 2009)	2	Non-recurrent
17A.89 (c) (ii)	Visiting scholars, fellows and interns to enhance capacity in regard to development issues and policy analysis, including international trade and development finance	5	Non-recurrent
17A.89 (c) (iii)	Enhancing the capacity of member States to achieve macroeconomic policy convergence	1	Non-recurrent
17A.89 (c) (iv)	Strengthening or establishing units in member States and regional economic communities to build technical capacity for economic policy analysis	1	Non-recurrent
Subtotal, subprogramme 1		**24**	

Subprogramme 2, Food security and sustainable development

17A.54 (a) (iii)	Promoting agro-industry and agribusiness development in African countries	1	Non-recurrent
17A.54 (b) (i)	Compendium of best practices in the African Green Revolution (2008)	1	Non-recurrent
17A.54 (b) (ii)	Public-private partnerships in agro-industry and agribusiness (2008)	1	Non-recurrent
17A.54 (b) (iii)	State of human settlements in Africa	1	Non-recurrent
17A.54 (b) (iv)	Trade and environment linkages; poverty reduction Africa	1	Non-recurrent

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.54 (b) (iii)	High-level meeting on public-private partnerships in agro-industry and agribusiness	1	Non-recurrent
17A.54 (c) (i)	Seminar on environmental accounting for 60 professionals and policymakers	1	Non-recurrent
17A.54 (c) (i)	Workshop on institutional and strategic frameworks for sustainable development for 60 professionals and policymakers	1	Non-recurrent
17A.54 (c) (ii)	Promoting biofuel development for sustainable development in Africa	1	Non-recurrent
Added by discretion	Capacity-building in trade and environment linkages	1	Non-recurrent
Carried forward[a]	Development, transfer and application of biotechnology for sustainable development in Africa	1	Non-recurrent
Added by discretion	Sustainable modernization of agricultural and rural transformation (SMART) project	1	Non-recurrent
17A.54 (c) (ii)	African Union-ECA-AfDB land policy initiative	1	Non-recurrent
Subtotal, subprogramme 2		**13**	
Subprogramme 3, Governance and public administration			
17A.59 (a) (ii)	Impact of African anti-corruption commissions	1	Non-recurrent
17A.59 (a) (iii)	Innovations and best practices in public sector reforms	1	Non-recurrent
17A.59 (a) (iii)	Business opportunities and private sector development	1	Non-recurrent
17A.59 (b) (ii)	Assessing the efficiency and impact of African anti-corruption commissions	1	Non-recurrent
17A.59 (b) (ii)	Innovations in public sector reforms: best practices	1	Non-recurrent
17A.59 (b) (ii)	Enhancing the capacity of African small and medium-sized enterprises to reap the benefits of international trade opportunities	1	Non-recurrent
17A.59 (b) (ii)	Promoting investment opportunities and private sector development in Africa	1	Non-recurrent

A/62/6, paragraph	Output	Quantity	Reason for discontinuation
17A.59 (b) (iii)	Comparative analysis of countries participating in the African Peer Review Mechanism process	1	Non-recurrent
17A.59 (b) (iv)	Country governance profiles	1	Non-recurrent
17A.59 (b) (vi)	Promotional material on best practices of civil society	1	Non-recurrent
17A.59 (c) (i)	Workshop for approximately 20 professionals on building capacity to support the development of small and medium-sized enterprises in Africa	1	Non-recurrent
17A.59 (c) (i)	Workshop for approximately 15 professionals to strengthen the capacity of civil society to assess and monitor corruption and its impact on economic development	1	Non-recurrent
17A.59 (c) (iii)	Visiting scholars, fellows and interns to enhance national capacities in regard to governance issues, strengthen civil society organizations and public administration institutions	3	Non-recurrent
17A.59 (c) (iii)	Monitoring and assessing progress towards good governance in Africa	1	Non-recurrent
17A.59 (c) (iii)	Strengthening partnerships for a participatory development process	1	Non-recurrent
17A.59 (c) (iii)	Supporting the development of small and medium-sized enterprises in Africa	1	Non-recurrent
17A.59 (c) (iii)	Building capacity of key governance public institutions and civil society organizations in selected post-conflict countries	1	Non-recurrent
17A.59 (c) (iii)	Supporting the African Peer Review Mechanism	1	Non-recurrent
Subtotal, subprogramme 3		**20**	
Subprogramme 4, Information and science and technology for development			
17A.64 (b) (ii)	Legal and regulatory frameworks for the knowledge economy	1	Non-recurrent

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.64 (b) (ii)	Implementation of science and technology activities: the experience of the East African Community	1	Non-recurrent
17A.64 (b) (ii)	Role of science and technology in the knowledge economy in Africa	1	Non-recurrent
Added by discretion	Handbook on gender, information and communications technology policy and e-government in Africa	1	Non-recurrent
17A.64 (b) (ii)	Compendium of science and technology policies, institutions, management and practices in Africa	1	Non-recurrent
17A.64 (b) (iv)	Preparation of policy briefs and position papers on knowledge economy issues	1	Non-recurrent
Added by discretion	"Science with Africa" e-newsletter	1	Non-recurrent
Added by discretion	Science with Africa Conference	1	Non-recurrent
17A.64 (c) (i)	Seminar for approximately 25 professionals on legal and regulatory frameworks for the knowledge economy	1	Non-recurrent
17A.64 (c) (i)	Regional workshop for approximately 15 professionals on science, technology and innovation systems for Africa's development	1	Non-recurrent
17A.64 (c) (iii)	African Virtual Library and Information Network, to support access to knowledge by African policymakers	1	Non-recurrent
17A.64 (c) (iii)	Promoting the information society and the knowledge economy in Africa with a focus on emerging trends (Millennium Development Goals, indicators, information and communications technology, regional integration, infrastructure, applications, legal and regulatory frameworks and digital economy issues etc.)	1	Non-recurrent

A/62/6, paragraph	Output	Quantity	Reason for discontinuation
17A.64 (c) (iii)	Developing the African Reference Framework to promote and harmonize geodetic networks in Africa	1	Non-recurrent
17A.64 (c) (iii)	Building science, technology and innovation capacity in Africa, to develop links among science, technology and innovation, research and development and economic development	1	Non-recurrent
Subtotal, subprogramme 4		**14**	
Subprogramme 5, Economic cooperation and regional integration			
17A.69 (a) (i) b.	Progress achieved in intra-African trade	1	Non-recurrent
17A.69 (a) (ii)	Assistance to intergovernmental bodies: substantive servicing of the annual United Nations Water Africa and United Nations Energy/Africa coordinating group meeting	2	Non-recurrent
17A.69 (b) (i)	Africa Water Development Report	1	Discontinued owing to the decision of the African Ministerial Conference on Water, to make it a United Nations system-wide publication, drawing contributions from members of the UN-Water task force
17A.69 (b) (ii)	Status of implementation of the Yamoussoukro Decision in selected countries	1	Non-recurrent
Added by legislation	African Mining Vision 2050	1	Non-recurrent
17A.69 (b) (ii)	Enhancing road safety in Africa: learning from best practices	1	Non-recurrent
17A.69 (c) (i)	Regional workshop for approximately 25 professionals on corridor/spatial development initiatives	1	Non-recurrent
Added by discretion	Workshop on integrated resources planning: capacity-building for inter-regional electricity access and supply in Africa	1	Non-recurrent
17A.69 (c) (ii)	Visiting scholars, fellows and interns to enhance capacity for regional integration issues, infrastructure and natural resources development	5	Non-recurrent

A/62/6, paragraph	Output	Quantity	Reason for discontinuation
17A.69 (c) (iii)	African codes of conduct, guidelines, and standards for natural resources management	1	Non-recurrent
17A.69 (c) (iii)	Mainstreaming regional integration at the national and subregional levels with special reference to the development, implementation and appraisal of concrete programmes/projects in support of NEPAD	1	Non-recurrent
17A.69 (c) (iii)	Promoting intra-African trade (free trade areas and customs unions)	1	Non-recurrent
17A.69 (c) (iii)	Observatory on Regional Integration in Africa	1	Non-recurrent
Added by legislation	African Regional Review Meeting of the Almaty Programme of Action	1	Non-recurrent
17A.69 (c) (iii)	Implementation of the Sub-Saharan African Transport Policy and Programme	1	Non-recurrent
17A.69 (c) (iii)	Establishing a mechanism for scaling-up rural energy access in Africa	1	Non-recurrent
17A.69 (c) (iii)	Development of national nodes of African Water Information Clearing House	1	Non-recurrent
Subtotal, subprogramme 5		22	
Subprogramme 6, Gender and women in development			
17A.74 (a) (i) b.	Status report on women's human rights in Africa	1	Non-recurrent
17A.74 (a) (ii)	Review of tools to strengthen collection of gender- and sex-disaggregated data	1	Non-recurrent
17A.74 (a) (ii)	Methodology to collect data on gender-based violence	1	Non-recurrent
17A.74 (b) (ii)	Enhancing the capacity of women to contribute to and benefit from intra-African trade	1	Non-recurrent
17A.74 (b) (ii)	Collection of gender- and sex-disaggregated data	1	Non-recurrent
17A.74 (b) (ii)	Addressing gender concerns: analysis of the poverty reduction strategies in selected African post-conflict countries	1	Non-recurrent
17A.74 (b) (ii)	Methodology to collect data on gender-based violence	1	Non-recurrent

A/63/6 paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.74 (b) (ii)	Mainstreaming a gender perspective in the work of ECA: analysis of the impact at the level of member States	1	Non-recurrent
17A.74 (b) (iv)	Input to reports and databases on issues related to gender and women development, through the Executive Committee on Economic and Social Affairs cluster on gender and women in development	1	Non-recurrent
17A.74 (b) (v)	Functional support to the ministerial conference on the regional review in preparation of Beijing+20	1	Non-recurrent
17A.74 (c) (ii)	Implementation and monitoring regional and global resolutions, conventions, instruments and protocols on women's human rights	1	Non-recurrent
17A.74 (c) (iii)	Capacity-building of member States to monitor and report progress in achieving the Millennium Development Goals and gender equality in the various subregions	1	Non-recurrent
Subtotal, subprogramme 6		**12**	
Subprogramme 7 (a), Subregional activities in North Africa			
17A.79 (a) (ii)	Challenges facing small and medium-sized enterprises and industries in North Africa	1	Non-recurrent
17A.79 (a) (iii)	Annual consultative meetings of experts of the regional economic communities, African Union Commission, NEPAD secretariat and United Nations agencies on the implementation of the African Union and NEPAD programmes in the subregion	2	Non-recurrent
17A.79 (a) (iii)	Promoting research and development in North Africa	1	Non-recurrent
Added by legislation	Capital mobility in North Africa	1	Non-recurrent
17A.79 (a) (iii)	Assessing the SRO-NA and the Maghreb Arab Union multi-year programme	1	Non-recurrent
17A.79 (a) (iii)	Education and capacity-building for job creation	1	Non-recurrent

A/CN.9 paragraph	Output	Quantity	Reason for discontinuation
17A.79 (b) (i)	Development of small and medium-sized enterprises and industries in North Africa	1	Non-recurrent
17A.79 (b) (ii)	Stimulating production capacity through research and development in North Africa	1	Non-recurrent
17A.79 (b) (i)	Education and capacity-building action plan for job creation in North Africa in the context of the Subregional Office for North Africa and Maghreb Arab Union multi-year programme	1	Non-recurrent
17A.79 (b) (ii)	Joint African Union Commission/AfDB/ECA (Subregional Office for North Africa) prospectus on integration in North Africa	2	Non-recurrent
17A.79 (c) (ii)	Workshop for 20 professionals on mainstreaming poverty reduction strategies in national policies	1	Non-recurrent
17A.79 (c) (ii)	Workshop for 20 professionals on the implementation of the System of National Accounts 1993 in North Africa	1	Non-recurrent
17A.79 (c) (iii)	Institutional strengthening of the Maghreb Arab Union	1	Non-recurrent
17A.79 (c) (iii)	Observatory for Regional Integration in North Africa: addressing sustainable development challenges in North Africa	1	Non-recurrent
17A.79 (c) (iii)	Addressing sustainable development challenges in North Africa	1	Non-recurrent
17A.79 (c) (iii)	Harmonization of policies to build a North African knowledge economy	1	Non-recurrent
Subtotal, subprogramme 7 (a)		**18**	
Subprogramme 7 (b), Subregional activities in West Africa			
17A.83 (a) (ii)	Proposed programme plan for the biennium 2010-2011 for the Subregional Office for West Africa	1	Non-recurrent

A/62/6, paragraph	Output	Quantity	Re-cost/Re-discontinuance
17A.83 (a) (ii)	Harnessing research and development (research and development) in support of the transformation of the agricultural systems and development of agro-industries in West Africa	1	Non-recurrent
17A.83 (a) (iii)	An emerging developmental challenge facing West Africa	1	Non-recurrent
17A.83 (a) (iii)	Assessing the Subregional Office for West Africa and ECOWAS multi-year programme	1	Non-recurrent
17A.83 (a) (iii)	Annual consultative meetings of experts of the regional economic communities, African Union Commission, NEPAD secretariat and United Nations agencies on the implementation of the African Union and NEPAD programmes in the subregion	2	Non-recurrent
Added by discretion	High-level meeting on the autonomous financing of regional integration institutions in West Africa	1	Non-recurrent
17A.83 (b) (i)	Status of implementation of the Yamoussoukro Decision, with particular emphasis on air transport security in West Africa	1	Non-recurrent
17A.83 (b) (i)	Report on a topical issue identified in the Subregional Office for West Africa and ECOWAS multi-year programme	1	Non-recurrent
Added by discretion	Report on options for instituting mechanisms for autonomous financing of regional integration institutions in West Africa	1	Non-recurrent
17A.83 (b) (i)	Harnessing research and development (research and development) in support of the transformation of agricultural systems and development of agro-industries in West Africa, with special reference to gender imbalances	1	Non-recurrent

A/62/6, paragraph	Output	Quantity	Reason for discontinuation
17A.83 (b) (ii)	Joint African Union Commission/AfDB/ECA (Subregional Office for West Africa) prospectus on integration in West Africa	2	Non-recurrent
17A.83 (b) (iii)	West Africa Development Forum: employment for the youth	1	Non-recurrent
17A.83 (b) (iv)	Technical document and presentations on fiscal policy and financing economic and social development in West Africa	1	Non-recurrent
17A.83 (b) (iv)	Methodology for the collection of gender-disaggregated data for monitoring progress towards achieving the Millennium Development Goals	1	Non-recurrent
17A.83 (c) (i)	Workshop for approximately 15 professionals on exchange of experience in the development and implementation of poverty reduction strategies	1	Non-recurrent
17A.83 (c) (ii)	Workshop for approximately 10 professionals on building effective public-private partnerships to small and medium-sized enterprises	1	Non-recurrent
17A.83 (c) (iii)	West African information and knowledge management platform on regional economic cooperation and integration	1	Non-recurrent
Added by discretion	Governance system and African wealth creation and retention strategy	1	Non-recurrent
Subtotal, subprogramme 7 (b)		**20**	
Subprogramme 7 (c), Subregional activities in Central Africa			
17A.87 (a) (iii)	Transport master plan and bridging the financing gaps in infrastructure development in Central Africa	1	Non-recurrent
17A.87 (a) (iii)	Assessing the Subregional Office for Central Africa and CEMAC/ECCAS multi-year programme	1	Non-recurrent
17A.87 (a) (iii)	An emerging developmental challenge facing Central Africa	1	Non-recurrent

A/62/6, paragraph	Output	Quantity	Reason for recommendation
17A.87 (a) (iii)	Annual consultative meetings of experts of the regional economic communities, African Union Commission, NEPAD secretariat and United Nations agencies on the implementation of the African Union and NEPAD programmes in the subregion	2	Non-recurrent
17A.87 (b) (ii)	Status of implementation of the Central Africa transport master plan: bridging financial gaps	1	Non-recurrent
17A.87 (b) (ii)	Report on a topical issue identified in the Subregional Office for Central Africa and CEMAC/ECCAS multi-year programme	1	Non-recurrent
17A.87 (c) (ii)	Workshop for 15 professionals on methodologies for the Millennium Development Goals and collection of gender-disaggregated data in Central Africa	1	Non-recurrent
17A.87 (c) (ii)	Seminar for 30 professionals on the implementation of the Ouagadougou Action Plan on employment	1	Non-recurrent
Subtotal, subprogramme 7 (c)		**9**	
Subprogramme 7 (d), Subregional activities in East Africa			
17A.91 (a) (ii)	Assessing financial sector reforms in East Africa	1	Non-recurrent
17A.91 (a) (iii)	Harmonizing national development policies and information and communications technology programmes to strengthen regional integration initiatives	1	Non-recurrent
17A.91 (a) (iii)	An emerging developmental challenge facing East Africa	1	Non-recurrent
17A.91 (a) (iii)	Annual consultative meetings of experts of the regional economic communities, African Union Commission, NEPAD secretariat and United Nations agencies on the implementation of the African Union and NEPAD programmes in the subregion	2	Non-recurrent

A/62/6, paragraph	Output	Quantity	Reason for discontinuation
17A.91 (a) (iii)	Assessing the Subregional Office for East Africa and COMESA/East African Community (EAC)/IGAD multi-year programme	1	Non-recurrent
17A.91 (b) (i)	Financial sector reforms in East Africa: best practices	1	Non-recurrent
17A.91 (b) (i)	Report on a topical issue identified in the Subregional Office for East Africa and COMESA/EAC/IGAD multi-year programme	1	Non-recurrent
17A.91 (b) (i)	Harmonization for national development policies and information and communications technology programmes in the context of regional integration	1	Non-recurrent
17A.91 (b) (ii)	Joint African Union Commission/AfDB/ECA (Subregional Office for East Africa) prospectus on integration in East Africa	2	Non-recurrent
17A.91 (c) (ii)	Workshop for 20 professionals on new and renewable energy in East Africa	1	Non-recurrent
17A.91 (c) (ii)	Workshop for 15 professionals on developing strategies and comprehensive action plans for national information and communication infrastructure	1	Non-recurrent
17A.91 (c) (ii)	Workshop for 15 professionals on the implementation of information and communications technology in the areas of e-government and/or e-trade	1	Non-recurrent
Subtotal, subprogramme 7 (d)		**14**	
Subprogramme 7 (e), Subregional activities in Southern Africa			
17A.95 (b) (i)	Governance of financial institutions in Southern Africa	1	Non-recurrent
17A.95 (b) (i)	Report on a topical issue identified in the Subregional Office for Southern Africa and SADC/COMESA multi-year programme	1	Non-recurrent

A/62/6, paragraph	Output	Quantity	Reason for discontinuation
17A.95 (b) (iii)	Forum promoting the implementation of the Regional Indicative Strategic Development Plan and of the policy organ for peace and security in the SADC region	1	Non-recurrent
17A.95 (c) (ii)	Workshop for 20 professionals on the impact of population and migration on regional integration in the SADC and COMESA regions	1	Non-recurrent
Subtotal, subprogramme 7 (e)		4	
Subprogramme 8, Development planning and administration			
17A.100 (b) (i)	Case studies on best practices to enhance the role of the State in public affairs	2	Discontinued as part of the measures taken to reduce the number of publications by IDEP in order to allow the subprogramme to focus on its core function of providing training and capacity-building in relation to economic development
17A.100 (b) (ii)	Training manuals/monographs on selected topics aimed at promoting regional integration in support of the implementation of the NEPAD programme	1	Non-recurrent
17A.100 (b) (ii)	Training manuals/monographs on selected topics to assist African countries in meeting the continent's special needs and emerging global challenges	1	Non-recurrent
17A.100 (b) (ii)	Training manuals/monographs on selected topics related to the implementation of the NEPAD programme	1	Non-recurrent
Subtotal, subprogramme 8		5	
Subprogramme 9, Statistics			
17A.104 (a) (ii)	Progress reports to the Committee on Statistics on statistical coordination and harmonization in Africa	1	Non-recurrent
17A.104 (a) (iii)	Advisory Board on Statistics in Africa	1	Non-recurrent
17A.104 (a) (iii)	Census planning and enumeration for the 2010 round of population and housing censuses	1	Non-recurrent
17A.104 (b) (ii)	Handbook on census planning and enumeration	1	Non-recurrent

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.104 (b) (ii)	Handbook on census data processing, analysis and dissemination	1	Non-recurrent
17A.104 (c) (i)	Workshops for approximately 15 professionals on census planning and enumeration for the 2010 Regional Programme of Population and Housing Censuses	2	Non-recurrent
17A.104 (c) (i)	African Symposium for Statistical Development for approximately 25 professionals	1	Non-recurrent
17A.104 (c) (i)	Workshops for approximately 15 professionals on census data processing, analysis and dissemination for the 2010 Regional Programme of Population and Housing Censuses	2	Non-recurrent
17A.104 (c) (i)	Workshops for approximately 15 professionals on census planning and enumeration for the 2010 Regional Programme of Population and Housing Censuses	2	Non-recurrent
17A.104 (c) (i)	Seminar for approximately 25 professionals on statistical training for curricula harmonization and development	1	Non-recurrent
17A.104 (c) (i)	African Symposium for Statistical Development for approximately 25 professionals	1	Non-recurrent
17A.104 (c) (ii)	Visiting scholars, fellows and interns to enhance the statistical capacity of member States and regional economic communities	5	Non-recurrent
17A.104 (c) (iii)	Building the capacity of member States and regional economic communities to develop and compile gender-disaggregated data and gender satellite accounts from household surveys, population censuses and national accounts	1	Non-recurrent

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.104 (c) (iii)	Statistical harmonization and coordination with consideration to gender perspective, through the implementation of international standards and classification	1	Non-recurrent
17A.104 (c) (iii)	Supporting member States in the design and implementation of national strategies for the development of statistics and to develop and maintain databases for tracking progress towards the Millennium Development Goal	1	Non-recurrent
Subtotal, subprogramme 9		**22**	
Subprogramme 10, Social development			
17A.109 (a) (ii)	Progress report on the International Conference on Population and Development + 15	1	Non-recurrent
17A.109 (a) (ii)	Report to the Committee on Human and Social Development on recent social developments in Africa	1	Non-recurrent
17A.109 (a) (iii)	Assessing and monitoring progress on human and social development in African countries	2	Non-recurrent
17A.109 (a) (iii)	Role of subnational jurisdictions in achieving the Millennium Development Goals in Africa	1	Non-recurrent
17A.109 (a) (iii)	Youth employment opportunities in Africa	1	Non-recurrent
17A.109 (a) (iii)	Regional meeting to review progress towards the Millennium Development Goals in African countries	1	Non-recurrent
17A.109 (b) (i)	Report on international migration	1	Discontinued to allow the subprogramme to focus on other topical issues and address newer mandates in 2010-2011
17A.109 (b) (i)	Report on youth employment opportunities in Africa	1	Discontinued to allow the subprogramme to focus on other topical issues and address newer mandates in 2010-2011
17A.109 (b) (ii)	Enhancing access to basic social services: the experience of the African least developed countries	1	Non-recurrent
17A.109 (b) (ii)	Poverty maps and Millennium Development Goals Atlas	1	Non-recurrent

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
17A.109 (b) (ii)	Role of subnational jurisdictions in achieving the Millennium Development Goals in Africa	1	Non-recurrent
17A.109 (b) (ii)	Interventions for achieving the health Millennium Development Goals in Africa	1	Non-recurrent
17A.109 (b) (ii)	African Regional Review Report: International Conference on Population and Development + 10	1	Non-recurrent
17A.109 (b) (iii)	Functional support to the Conference of Ministers on the Dakar/Ngor Declaration and the International Conference on Population and Development	1	Non-recurrent
17A.109 (c) (i)	Visiting scholars, fellows and interns to enhance capacity in poverty, social policy, population and housing census analyses	1	Non-recurrent
17A.109 (c) (ii)	Enhancing knowledge-sharing on poverty reduction strategies and the Millennium Development Goals, through the ECA poverty reduction strategies/Millennium Development Goals learning group	1	Non-recurrent
17A.109 (c) (ii)	Establishment of an African Regional Employment Network to provide a platform for the exchange of policy experiences on employment issues	1	Non-recurrent
17A.109 (c) (ii)	Knowledge network to create, manage and share information on HIV/AIDS, using priorities established and activities conducted by the ECA, the African Union and other partners (Treatment Accelerated Programme)	1	Non-recurrent
17A.109 (c) (ii)	Strengthening the integration of population and social policy issues in development planning	1	Non-recurrent
Subtotal, subprogramme 10		**20**	
Total		**219**	

[a] Output carried forward from the biennium 2006-2007 (see A/60/6 (Sect. 17), para. 17A.39 (c) (iii)).